

Management

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METHODS

MARCH 1961

PRACTICAL SOLUTIONS TO ADMINISTRATIVE PROBLEMS



How to make a company snap out of it!

President Kenneth M. Leghorn of Photostat Corp.

Are you
in the
wrong job?

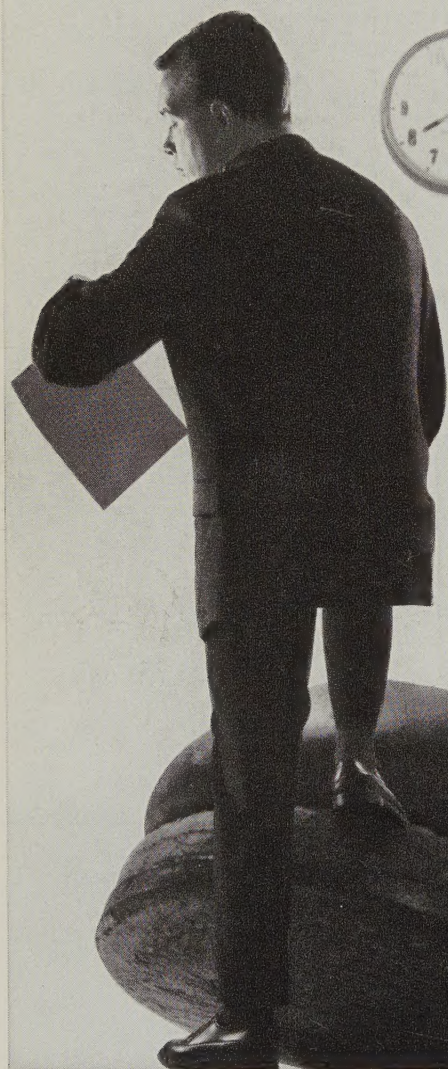
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(Circle number 126 for more information)



March 1961



Management
METHOD

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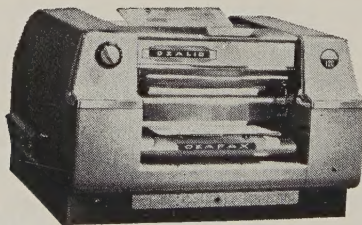
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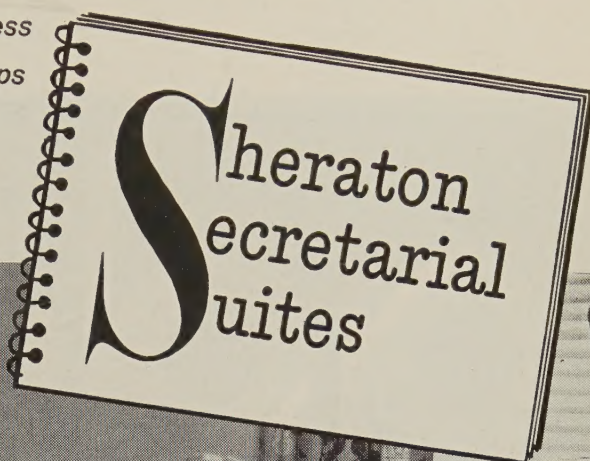
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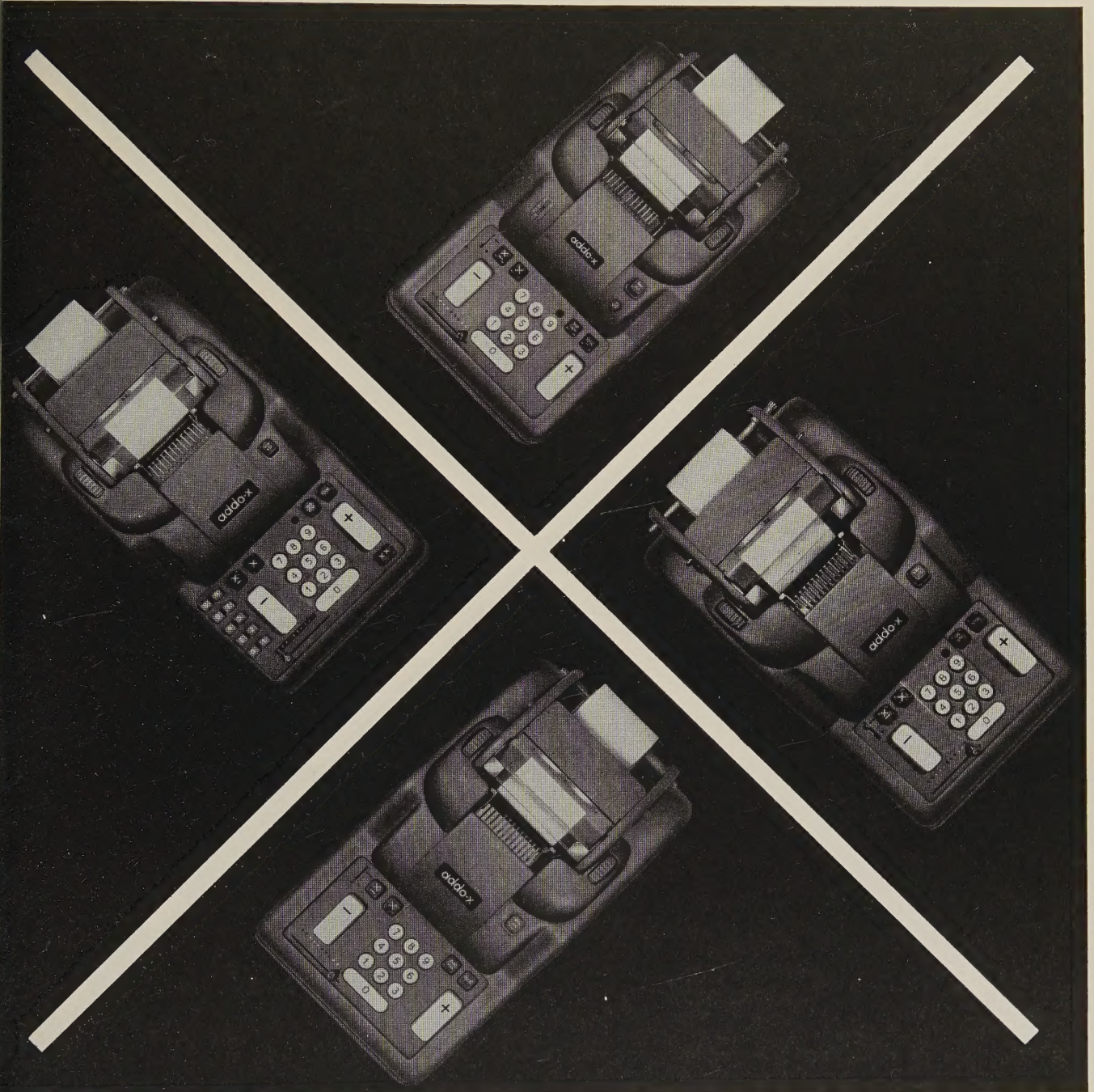
■—The recent opening of new and larger California headquarters, in Los Angeles, together with the New York and Illinois branches, is a further step indicating the rapid growth of our coast to coast facilities for nationwide distribution of the "addo-x" [—pronounced: add-oh-ex] products, in response to the universal demand for well designed office equipment. ■— "addo-x" office machines, manufactured since 1918 by AB Addo, Sweden, now one of the largest ten key electric adding machine manufacturers anywhere, with representation in over one hundred countries, began distribution of "addo-x" products in New York in 1931 through the Addo Machine Company. The "addo-x" high quality standards in design, and in manufacturing, met with such favorable response as to require the formation of subsidiary sales and service companies housed in their own modern buildings in New York, in Chicago and in Los Angeles. These are the three main points from which we keep more than a thousand authorized sales and service stations well supplied with equipment and original spare parts for "addo-x" adding machines, printing calculators, posting and special purpose machines. ■—To provide a complete line of office machines, the "addo-x" group also distributes the English made "Roneo" stencil duplicators and the West German made "Adler" Portable, the Standard and Electric typewriters. Both are products of quality in keeping with "addo-x" high standards.

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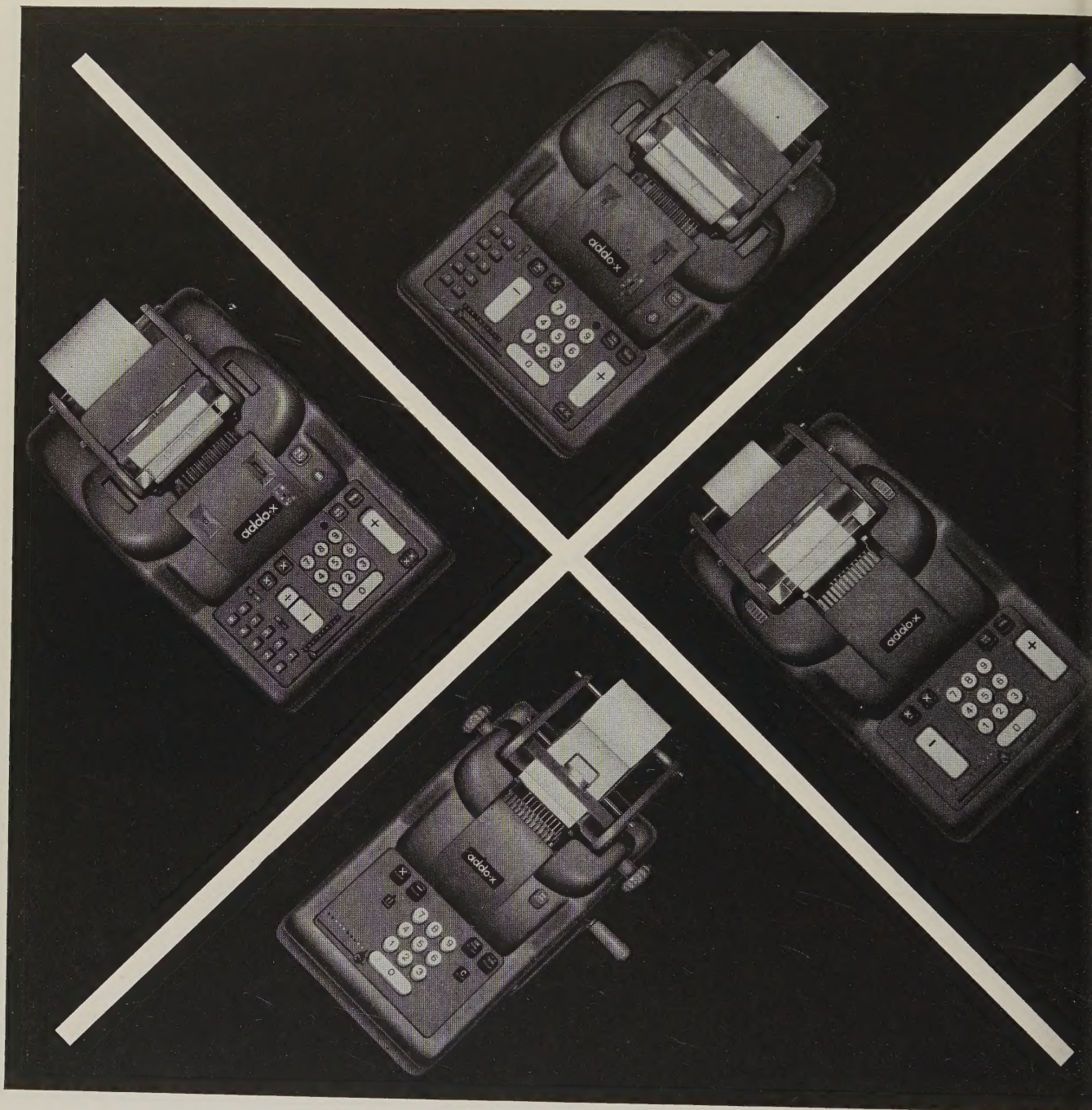
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the name "addo-x" [pronounced add—oh—e



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Letters

DON'T RELAX YOURSELF TO DEATH

Editor's note: *Two vacations a year spent in self-indulgent indolence doesn't necessarily improve an executive's health, according to noted physiologist Ancel Keys. Dr. Keys, subject of a recent Time magazine cover story on diet and health, takes exception to several points made in Dr. Peter J. Steincrohn's two recent MANAGEMENT METHODS articles on executive health. Here is his letter in full:*

SIR: Dr. Peter J. Steincrohn's [articles] should be well received by those to whom they are addressed, especially the desk-bound, chain smoker who wants sympathy for his self-sacrifice in pushing his way up the business ladder. The general idea is that, "You are important, don't get tired, relax, take it easy."

For the most part Dr. Steincrohn deals with questions for which there is little or no scientific evidence. Many important questions about health and the mode of life are of this nature but we cannot insist that nothing be said about them simply because no one has the scientific answers. Dr. Steincrohn is free to express his opinions but we should recognize them for what they are—plausible expressions of personal bias.

So Dr. Steincrohn may, without too much concern, say whatever he likes about "stress" and "tension." These emotional states do exist and undoubtedly they are important. Only, in the absence of any method of measurement, let us not be de-

ceived into thinking that Dr. Steincrohn or anyone else really knows much about these intangibles.

By all means relax, if by that we are to understand that you will be less foolishly hurried, more genuinely perceptive, less given to do things off the top of your head, more understanding and kindly toward your fellows. All sorts of formulas can be offered about how to relax, from three martinis before every meal to standing on your head and practicing yoga.

Many of us insist that exercise is one of the most universally effective ways to promote mental and emotional relaxation. Even Dr. Steincrohn admits that exercise eases tension. It would be a pity if we got our terms mixed up and confused physical with emotional relaxation and so decided to combat tension by avoiding *all* kinds of effort.

Dr. Steincrohn largely deals in generalities which are notoriously slippery but he cannot avoid all specific details and in these, alas! he is a bit careless. He should know that a person who is 50% overweight has a great deal more than 50% excessive risk of early death. But not from suicide; suicide is less common among overweight than among normal weight persons. And he ought to know research increasingly shows that the overweight person is usually out of calorie balance because he expends less energy than normal, rather than because he eats more than his colleagues.

Dr. Steincrohn really should stay away from numbers in his writing; figures do not lend themselves to the opinion-offering business. If Dr. Steincrohn can walk 36 miles at a

important news

for all companies using 10 or more business cars

Fleetcar leasing—the Hertz way—is described by leading companies as "the lowest cost sales-insurance we ever took out." Find out how Hertz Fleetcar Leasing plans cater to the special needs of larger users of business cars. Discover how they're tailored for companies which best benefit from the nation's most extensive coast-to-coast leasing facilities, and from operating efficiency perfected over 30 years. Each "10-Plus" plan replaces your cars with brand-new Chevrolets, Corvairs, or other fine cars; assumes full responsibility for maintenance and repairs; and reduces the many annoying details of fleet administration to the writing of one budgetable check each month. Use coupon below to learn why more and more and more multi-car companies agree Hertz Fleetleasing makes the best business sense for them.



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Will a Country Club membership pay off in sales contacts?

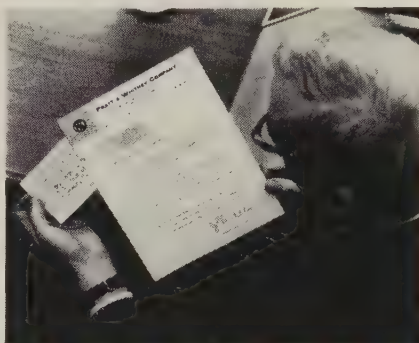
Joining a country club for sales contacts is a good idea, but is it practical? Such social contacts are not only expensive, but they are not available in sufficiently large numbers.

On the other hand, sales executives estimate it costs from 7 to 17 dollars for every call a salesman makes under normal selling conditions. Any way you look at it, a sales lead costs money.

To reduce selling costs, our customers, who employ more than 250,000 salesmen regularly use Reply-O-Letter—direct mail's most effective contact-maker. You can, too.

As the name implies, there's a Built-In reply card in a special "pocket" behind Reply-O-Letter. No stamp is needed to reply, not even a signature!

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For over 26 years the Reply-O-Letter organization has helped prepare and launch literally thousands of programs to produce sales contacts for all kinds of products and services and under all kinds of circumstances. Our writers and artists, our unequalled experience and our record of tangible results are your assurance of maximum sales contacts for your salesmen. Yet, you can be sure Reply-O-Letter costs less than an ordinary multigraphed filled-in letter with card loosely enclosed.

Why join a country club? Perhaps the question should be...when? Try Reply-O-Letter first. A lot of men can afford to belong to country clubs because of the profitable sales contacts they gained via Reply-O-Letter.

Reply-O-Letter can help you. Our booklet, "The 3 R's of Direct Mail" tells how...Send for it today...on your letterhead, please.



REPLY-O-LETTER

3 Central Park West • New York 23

(Circle number 143 for more information)

cost of only a pound of weight he is a metabolic miracle. The implication that such energy expenditure is the equivalent of an ice cream sundae is simply ridiculous.

Incidentally, what kind of weight is Dr. Steincrohn talking about? I presume he means the kind that is influenced by the diet, the weight of fat or obesity, in other words. If so, then it may be well to ponder the fact that we find many obese men who are not really overweight according to the scales, and some overweight men who are not fat. These latter are seldom middle-aged executives.

Abandon all exercise, never stand when you can sit down (or better lie down), and keep your weight not over the average in the actuarial tables. What happens? You exchange muscle for fat—up to 30 or more pounds—and if you and your physician like that, it is your own affair. Some years ago the Ford Motor Co. joyously asked, "Who needs muscles?"

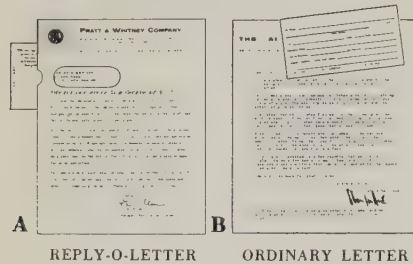
Finally, it might be too much to ask Dr. Steincrohn just where is the evidence that "pressure or stress is slowly killing thousands of 'healthy' executives." It would be useful to know what data prove this "chilling fact." Anyway, it is nice to believe that two vacations a year spent in self-indulgent indolence is a part of the cure.

ANCEL KEYS
DIRECTOR
LABORATORY OF
PHYSIOLOGICAL HYGIENE
UNIVERSITY OF MINNESOTA
MINNEAPOLIS

No "executive disease"

SIR: Please forgive me for expressing my annoyance at the thought of seeing again in print such a misleading title: "Mr. Executive: stop killing yourself" [MM, Feb. '61]. I had hoped that this fictional Hollywood characterization of the American executive had been replaced by a more factual picture.

Please be assured that executives are not heading toward an early grave; they are not killing themselves with work. Have you ever heard of a life insurance company "rating" an executive because of the hazards of his job? Many life insurance companies consider executives to be preferred risks.



REPLY-O-LETTER

ORDINARY LETTER

Above is Reply-O-Letter (A), and an ordinary letter (B). When a prospective buyer receives the ordinary letter his natural reaction is to pick up the loose reply card and read the offer without first having read the sales message. When this happens he feels he is asked to decide on something he doesn't know very much about. Now see how Reply-O-Letter works: the letter with its strong selling message is read *first*. The copy has an opportunity to convince the reader. In addition, the life of a Reply-O-Letter is longer because letter-and-reply-card are never separated until the buyer is ready to act. Reply-O-Letter boosts your direct mail results by as much as 30% to 50%. One user says,

The health of the average executive is just as good as that of any other worker of the same age. May I emphasize again a statement I have made repeatedly over the past 6 years—there is no special health hazard involved in an executive job. There is no particular disease to which he is prone, no—not coronary disease—not even stomach ulcers.

Each year we examine more than 9,000 executives including men from practically every industry—banking, advertising, manufacturing and the rest—at all levels from the president to the junior executive. Based on this experience of conducting the annual health examination program for more than 500 different companies, I can state that there is nothing wrong with the average executive's health that could not be improved by less food and more exercise. It is not his work that we need concern ourselves about, it is the extracurricular, non-business connected activities that pose the health problem.

The commonsense living routine described in your article would benefit anyone who would follow it. Since our executive group is blessed with above average intelligence, it is reasonable to expect them to get in the bandwagon for better health.

HARRY J. JOHNSON, M.D.
MEDICAL DIRECTOR
LIFE EXTENSION EXAMINERS
NEW YORK

Dr. Johnson was the subject of probing MANAGEMENT METHODS interview on executive health, published in the April, 1958 issue. In that article, as in this letter, Dr. Johnson says that lack of sleep and too much food are the chief destroyers of executive health.

EDITOR

... and words of praise

DR. I wish to commend you most heartily on the article in the January issue of MANAGEMENT METHODS entitled, "How to stop your job from killing you." [It] embodies the most sensible, intelligent advice on this controversial subject which I have ever read.

TOM W. DUTTON
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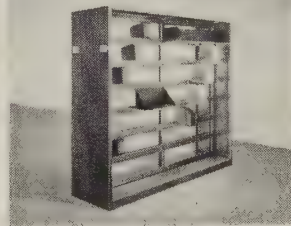
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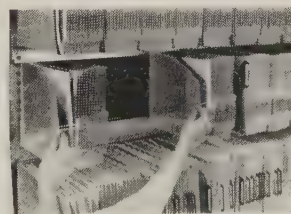
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—says **LEE DESTACHE**,
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A new Bell System service—Data-Phone—is helping the Hardware Mutuals - Sentry Life insurance group greatly speed policyholder service and is helping to save the firm a million dollars in annual operating costs.

Data-Phone enables Hardware Mutuals to send volumes of insurance data in business machine language *by telephone* from its nationwide branches to its data processing center in Stevens Point, Wisconsin. Data-Phone calls are made like ordinary phone calls. And once the connections are made, data is sent rapidly from one business machine to another. It's the largest system of its kind in the nation.

This pioneer installation followed a thorough study of Hardware Mutuals' operations by Bell System Communications Consultant Lee Destache.

He found their business volume had doubled in ten years and was expected to double again in even less time. Costly paperwork was mounting—and, even with modern data processing, the rapid collection of daily operating data from widely scattered branches was becoming more and more difficult. Data-Phone was the logical solution.

Hardware Mutuals' president, James P. Jacobs, says:

"Our use of modern data processing equipment and the new Bell System Data-Phone lets us collect the mass of information we need for management decisions almost instantly. It has cut the time needed for certain policy-handling functions from three days to three minutes. And it is reducing our operating costs



Communications Consultant Lee Destache (left) discusses a Data-Phone unit with Hardware Mutuals - Sentry Life president James Jacobs.

more than a million dollars a year. Data-Phone is an important factor in our cost savings because we pay for telephone circuits only when we are actually using them. No leased private lines are necessary because Data-Phone works over the regular telephone network.

"Speed, accuracy and good service are vital to our business—and Data-Phone has contributed to all these elements. We're giving policyholders faster, better service than ever before. We couldn't have found a better solution to our problem."

This is just one example of many new services the Bell System is developing for the special needs of business today—and of the way Bell System Communications Consultants like Lee Destache are meeting those needs.

Are your present communications helping your profit picture as much as they possibly can? Find out for sure. Call your Bell Telephone Business Office and ask for a Communications Consultant. Do it today.

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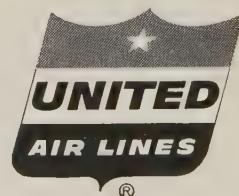
Although the cost of warehousing varies, United's studies show that a conservative average for the cost is 6% of product sales value. By reducing warehouse requirements . . . through fast, direct delivery . . . air freight can enable many firms to cut this item alone by 40%.

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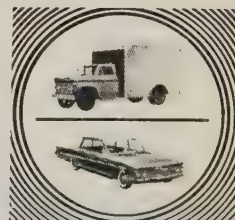
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**Do you know
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Non-specific words

How much does "about . . ." mean?

The question—When a contract provides for the sale and delivery of "about . . ." or "more or less . . ." of a certain product, does that indicate a specific amount the buyer has to take, or the seller has to sell?

The answer—No. When such qualifying words as "about" or "more or less" are used in a contract, the statement of the quantity is nothing more than an estimate of the probable amount to be bought or sold. Sometimes such words are used to indicate that there might be incidental variations in slight excesses or deficiencies in number, measure or weight. These words do not, however, bind the buyer or seller to a definite amount.

Case one—The precedent for this decision was laid down by the U. S. Supreme Court over 85 years ago.

In 1871, the Quartermaster's Corps of the U. S. Army advertised for cord wood. A contract was signed by the Deputy Quartermaster General and the seller of the wood. It stipulated that the seller "shall sell, furnish, deliver, cut and split in lengths of four feet, duly piled or corded under the direction and supervision of the Post Quartermaster within the enclosure of the post of Fort Pembina, Dakota Territory, 880 cords of sound, first quality, merchantable oak wood, more or less, as shall be determined to be necessary by the Post Commander for the regular supply in accordance with Army regulations of the troops and employees of the garrison of said post for the year beginning July 1, 1871."

Less than a week after the execution of the contract the Post Commander learned that only 40 cords were needed and he immediately notified the seller, advising him that the Army would not receive any wood in excess of this amount.

The seller contended that he had cut 880 cords even before the contract was signed and that it had required 10 ox teams to haul this wood the 360 miles to his army post. The seller sued for damages for breach of contract.

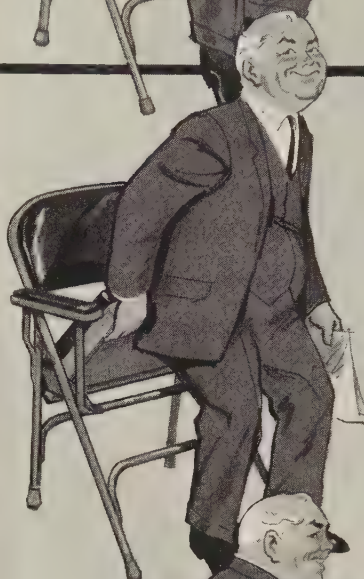
The decision of the lawsuit established the rule for interpretation of these terms, "more or less" and "about."

"If the qualifying words are supplemented by other stipulations or conditions which give them a broader scope or a more extensive significance, then the con-



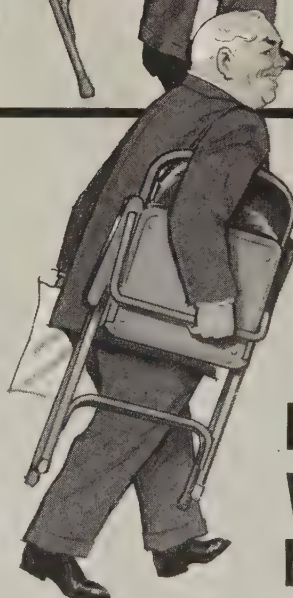
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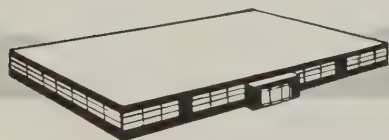


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tract is to be governed by such added stipulations or conditions.

"As, if it be agreed to furnish so many bushels of wheat, more or less, according to what the party receiving it shall require for the use of his mill, then the contract is not governed by the quantity named, nor by that quantity with slight and unimportant variations, but by what the receiving party shall require for the use of his mill and the variations from the quantity named will depend upon his discretion and requirements, so long as he acts in good faith.

"So where a manufacturer contracts to deliver at a certain price all the articles he shall make in his factory for the space of two years, 'say a thousand to twelve hundred gallons per month,' the designation of quantity is qualified not only by the indeterminate word 'say' but by the fair discretion and ability of the manufacturer, always provided he acts in good faith."

Brawley v. United States, 96 U. S. 168, October, 1877.

Case two—An order for steel for the construction of a fluid catalytic cracking unit had the stipulations:

"1. All steel and connections for pipe supports in accordance with drawings furnished and attached (three sheets), "Terms of Purchase Order," approximately first 30 tons @ 32 cents per lb. subject to stipulations on attached three sheets:

"2. Approximately 95 additional tons @ 30 cents per lb. subject to stipulations on attached three sheets: total 125 tons, more or less, approximately \$76,200."

Only about 52 tons of steel were required for the project. When the purchaser refused to accept delivery of the remainder of the 125 tons specified in the purchase order, qualified by the words "more or less," the steel company brought suit for loss of profit.

Here the question was, as put forth by the court, "Whether under the terms of the purchase order the buyer agreed to purchase only the amounts of steel required for construction of the fluid catalytic cracking unit, according to specifications and the drawings referred to in the purchase order, or whether it agreed to purchase the 125 tons mentioned in the contract.

"In short, the question is whether the purchase order is one for a specific and definite quantity of steel or one for the requirements of the job."

The Federal appellate court's decision absolved the purchaser of any obligation to accept delivery of any steel over and above that necessary for use in the construction of this cracking unit.

"To us it is manifest that neither the buyer nor seller knew with any degree of certainty the tonnage of steel that would be required to construct the catalytic cracking unit. The tonnage could have been estimated only after intensive study of the drawings and specifications.

"One thing seems certain, The parties contracted for a sufficient quantity of steel to construct a specific job according to the drawings and specifications which apparently neither party took the pains to translate into definite tonnage. The dominant measure of quantity under the contract was the need of the purchasers and we hold that they were not bound to take more."

M. W. Kellogg Co. v. Standard Steel Fabricating Co., 189 Fed. 2d 629, June 11, 1951.



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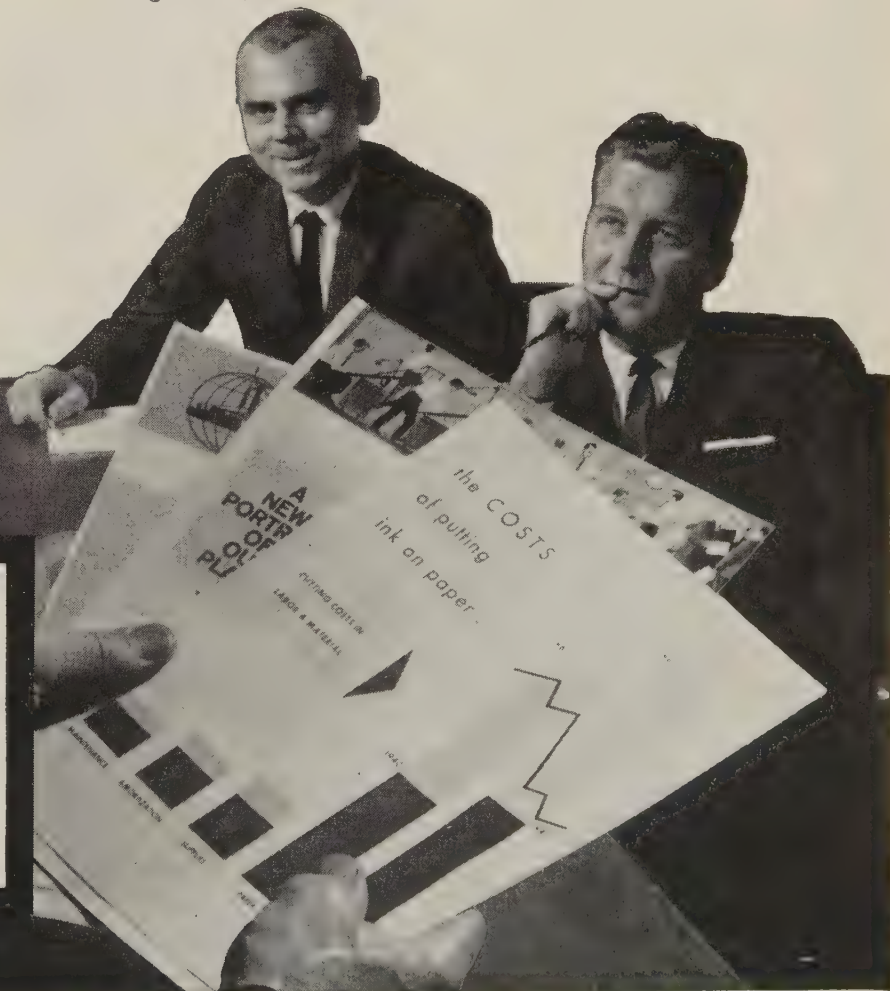
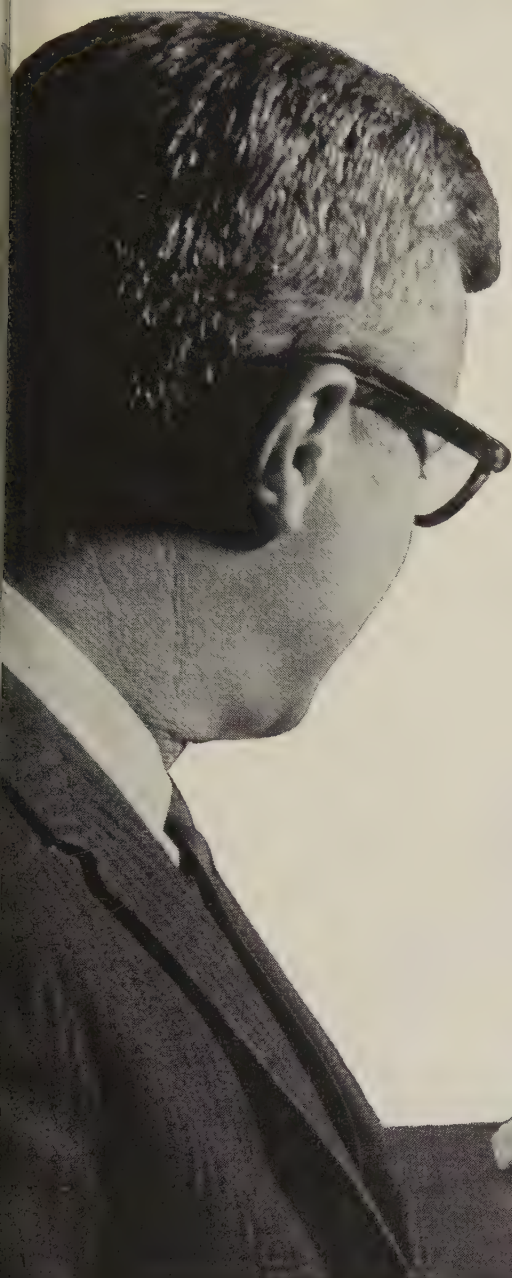
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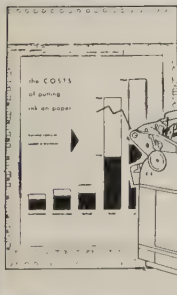
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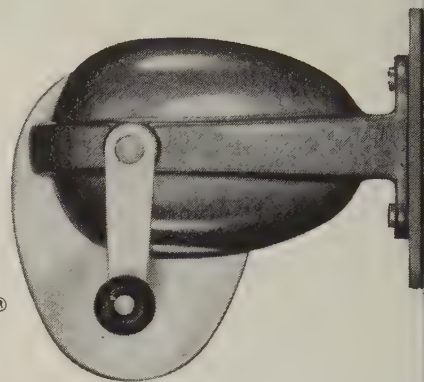
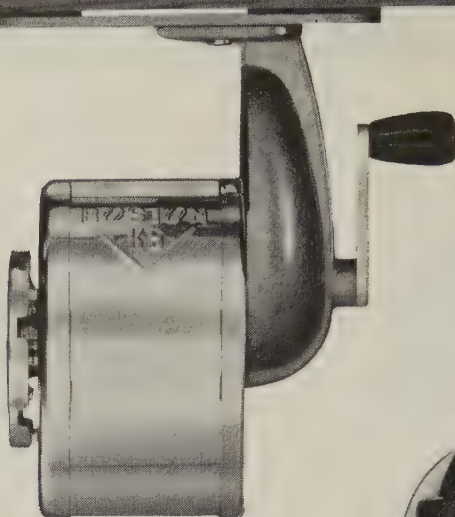
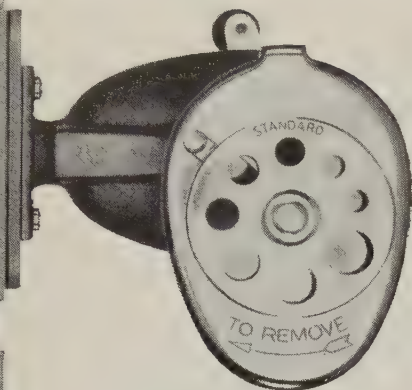
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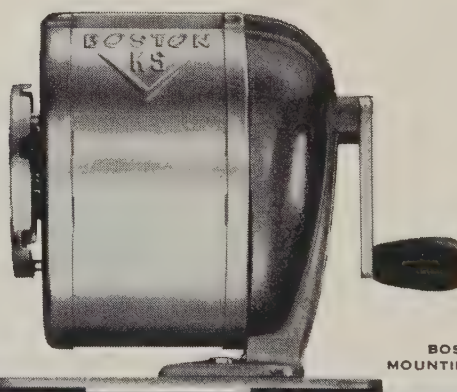
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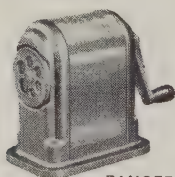
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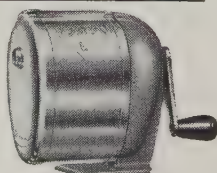
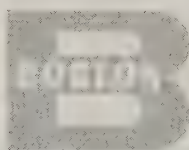
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HOW TO SEIZE AN ALMOST OVERLOOKED BILLION DOLLAR MARKET

If your business sells to business, this report may alter your entire marketing picture.

Look at your marketing plans in the light of the explosively meaningful facts in this report:

1 The report shows how a small fraction of the nation's business firms buys *the major portion of all the goods and services sold to business!*

2 These firms in this small group are *not* the giant companies. Instead, they are the 48,000 companies with between 100 and 1,000 employees. *These middle-sized companies represent the single greatest undeveloped profit potential in the business market.*

3 *This report shows how these companies are among the easiest for you to sell! They are big enough to have both the need to buy and the ability to buy an endless variety of things. Yet they are small enough so that usually only one or two key men in these firms make all the major buying decisions, and many of the minor ones, too.*

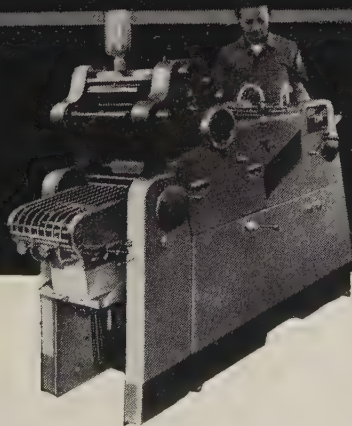
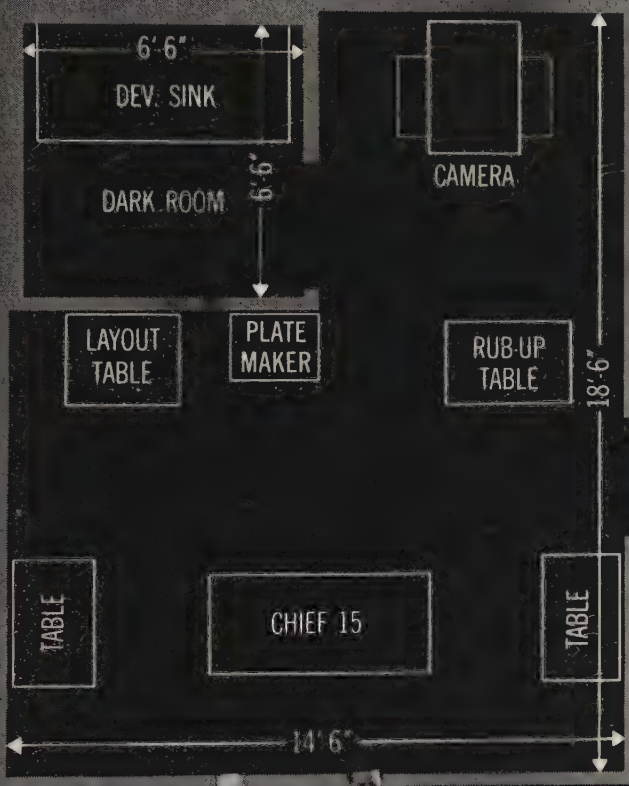
The full power of these facts is explained in this carefully researched report by *Management Methods*. The report is being offered without charge to top management executives of firms which sell to the business market—and to their advertising agencies and marketing advisers. Write on your company letterhead to receive a copy by mail.

MANAGEMENT MAGAZINES, INC.

Management Methods, School Management, Management Publishing Corp.

22 West Putnam Avenue, Greenwich, Connecticut

This profitable offset department can be YOURS for less than a dollar an hour!



American Type Founders

(Circle number 172 for more information)

For less than a dollar per *working hour*, you can purchase a complete ATF offset department, including: press, camera, darkroom sink, negative layout table, platemaker, and utility table. If you have some seldom-used equipment to trade in, chances are you will need little or no down payment.

Or you can lease the complete "package"—or any part of it—without trading in any equipment or making a down payment.

Either way, you get brand new equipment—and only what you need—on the easiest terms. You can pay as you go and make a profit as well.

Heart of this plan is the ATF Chief 15, the small press with the big press features...the press which has been chosen by over 1500 professional printers. You can see this press and the related "package" equipment in operation at your nearest ATF Branch Office; or your ATF Representative will supply full details, including a folder, "How to Set Up for Off-set," which outlines various plans and choices of equipment. If you prefer, use the coupon below.



ATF Type Faces used in this advertisement: heads, Craw Clarendon; text, Bodoni Book; coupon, News Gothic Condensed.

American Type Founders, Dept. D
200 Elmora Avenue, Elizabeth, N. J.

I'm interested in your "Offset Package Plans" on a ☐ purchase
☐ lease basis.

Name _____ Title _____

Company _____

Street and Number _____

City _____ Zone _____ State _____

(If you have trade-in equipment, list descriptions, models, serial numbers)

**Announcing a new ultra high-speed computer
in the PHILCO 2000 series**

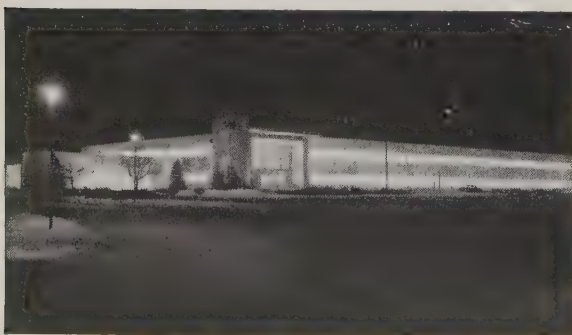


MODEL 212

**Faster than any other
Data Processing System
now installed**

**... even four times faster than previous
Philco 2000 Systems**

PHILCO COMPUTER CENTER... devoted exclusively to the development, engineering, production and marketing of Philco Computers



Philco 2000 Data Processing Systems have always been among the fastest and most reliable. Now, the new Model 212 Central Processor brings an entirely new concept in data processing speed, efficiency and flexibility to business, industry and science.

Advanced four-way processing, which permits simultaneous processing of four instructions; faster circuits, with diode-transistor logic; improved internal organization; all contribute to the tremendous speed of the 212... four times faster than any previous model. For example, it can perform 639,000 additions in one second.

Faster running time, more effective use of memory and reduced programming time, result in the greatest possible economy in data processing.

The 212 Central Processor is fully compatible with all Philco 2000 systems. You can install a Philco 2000 system now, utilizing either the Model 210 or 211 central processor, and as your work load increases, replace the central processor with the Model 212, without reprogramming! Write today for complete information.

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PHILCO CORPORATION • GOVERNMENT & INDUSTRIAL GROUP
COMPUTER DIVISION, 3900 WELSH ROAD, WILLOW GROVE, PA

(Circle number 137 for more information)

Workshop for Management

PRACTICAL IDEAS YOU CAN USE RIGHT NOW!

HUMANIZE COMPANY RULES

WHEN IT COMES to making rules palatable, it's not so much what you say but how you say it.

A command given in a do-it-or-else manner may get compliance—but it also breeds resentment.

To avoid ultimatums. Phrase your rules with firmness but finesse. Use human, friendly language. Appeal to the worker's sense of fairness. Explain the reasons behind rules. Be frank about penalties or censure for violations, but don't be blunt or tactless. Remind workers that rules are made for their well-being, as well as the company's.

Make it clear that exceptions will not be made when rules are broken. Real or fancied favoritism is likely to build up major dissatisfaction.

Then review your rules periodically. Weed out the unnecessary, outmoded practices and policies. Make your rules a clearcut guide for sensible, orderly conduct.

TIME YOUR MAILINGS TO ARRIVE ON TUESDAY

BOTH BUSINESSMEN AND HOUSEWIVES normally get the least mail on Tuesdays. This goes for editors, too. For proof of it, just count the number of envelopes that are delivered next Tuesday at your office and at your home. Then compare

that amount with what you receive on any other day of the week.

So schedule the bulk of your di-



rect mail and publicity releases, whenever possible, to arrive on Tuesday.

Conversely, Monday, Friday and the day after any holiday are likely to give your letter or release the most competition through sheer volume of other correspondence.

FERRET OUT REAL REASONS WHY WORKERS QUIT

MOST FIRMS make a conscious effort to create a physical and psychological climate that will deter controllable turnover.

However, many neglect to ferret out and follow up on the real reasons why workers quit.

Chances are when employees leave your employ voluntarily, they cloak their actual reason behind some innocuous excuse.

This proved to be true at one multi-office corporation with a high turnover rate. On giving notice, a

large proportion of the employees said they were "leaving to take a higher paying job."

Determined to get at the real cause behind quits, this firm established a post-terminal interview procedure. Three months after separation, a questionnaire was mailed to the former employee's home. Its object was to elicit more frank, truthful replies than many care to give in person at the time they leave.

Answers could remain anonymous at the election of the ex-employees. The questionnaire was worded so that answers conflicting with those given at quit time could be readily spotted on signed questionnaires.

As this company suspected, reasons originally given—"more pay," "poor transportation," etc., hid basic underlying causes.

Where the real reasons pointed to justified dissatisfaction with supervision, charges of favoritism, working conditions and the like, definite remedial steps were undertaken.

Further, the ability to establish quit patterns from followup ques-

(and further more the boss is not good)



Jantzen
INC.

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Thousands of Dollars In Paper Work Errors. Use

Hano VERIT-BAR Forms

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for Accurate Reading, Posting, Pricing
and Analysis on Invoices, Work Forms and
Many Other Records**

New Hano VERTI-BAR Tab Forms reduce errors in paper work, save money, speed up your office system. VERTI-BAR costs no more than outmoded forms.

Judge for yourself . . . ask for samples from

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PHILIP HANO CO., HOLYOKE, MASS.

Please send FREE samples of VERTI-BAR Tab Forms

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Company _____

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City & State _____

(Circle number 119 for more information)

What's more, this post-terminal device had a by-product benefit. Some qualified ex-employees had found the other side of the track just as dusty. Too embarrassed to seek re-employment on their own, the questionnaire emboldened them to take the step to rejoin the company.

TO PROVE A POINT
USE A REAL PIE

- TO MAKE STATISTICS graphic, why not use a real pie instead of the usual pie chart illustration.

This realistic and attention getting presentation of statistics can be used effectively at any **meeting**. Or you can send actual pies through the mail.

Motor Age, to cite one case, sent pies by mail to some 2,000 advertising prospects. From each, a 6% wedge had been removed. The cut-out pie dramatized the publication's 94% circulation coverage of the automotive service market.

A 12-line rhyme attached to a plastic fork elaborated on the meaning of the real pie statistics.

To withstand the rigors of the mail trip, the "pie" in actuality was a fruit cake shaped like a pie.

HITCHHIKE WAY TO EXTRA ORDERS

- HERE'S A LOW COST, almost no cost, way to more sales—particularly for consumer products. Often used by department stores and insurance companies, it's neglected by many other types of businesses.

When you send out routine correspondence and invoices, why not include a product circular, a special offer, an order card or other promotion piece.

If this material is kept under the one-ounce first class minimum weight, it travels free.

One enthusiastic endorser of this "free ride" promotion method is the Old Equity Life Insurance Co. Vice President William J. McKenna says for every 1000,000 envelope stuff-

rs enclosed at no extra postage,
000 hot leads are developed.

In fact, he reports, for every
ollar spent on printing inserts, Old
quity gets back \$45.87 in new
business.

SHRINK TIME AND EXPENSE IN LONG DISTANCE REPORTING

A STREAMLINED METHOD of relay-
ing daily data from branches to
headquarters has cut document tie-
up time in half for Phoenix of Hart-
ford Insurance Cos.

Data on policies issued in Toron-
to, Montreal and Chicago must be
elayed to Hartford headquarters.
While this transfer of information
akes place, the policies themselves
are not available if a claim is made.
The old method of mailing infor-
mation on IBM cards tied up the
documents as much as four days.

With the new Recordak micro-
film reporting system operating
between the branches and the home
office, documents can now be re-
leased in 24 to 48 hours.

Further, Executive Superinten-
dent K. Arne Magnuson reports a
substantial postage saving on mail-
ing a compact 200-foot roll of film
instead of the 12,000 IBM cards
the microfilm represents.

When headquarters receives the
microfilm, data is readily viewed on
projector and key punched onto
IBM cards for electronic tabulation.
Thus, Hartford can keep records
up-to-the-minute without bulky and
costly mailing of cards from
branches.

SAVE WAY WITH PEN PALS FOR TRANSFERRED FAMILIES

WHEN A MOVE IS MADE to a widely
varying locale, normal problems in
acclimating personnel can be mag-
nified.

This was the case when General
Electric opened a plant in Hickory,
N. C. The move involved the trans-
fer of some 200 staid New England
families.

Some of the Yankees viewed the
coming move with alarm. And,
though the southern community
welcomed the boost the new busi-
ness would bring to its economy,

NOW: YOUR SPIRIT DUPLICATING CAN BE AS CLEAN AS THIS PAGE

The degree of cleanliness achieved by new Columbia Plastisol Spirit Ready-Masters was but a few years ago only a laboratory dream and a typist's hope.

This new cleanliness is the product of Columbia research and development. It is obtained by the use of chemically integrated dyes suspended in plastic composition.

In preparation, handling and duplicating of all types of masters from simple carbon units to complex forms for office systems applications and data processing, cleanliness is the word—figuratively and literally.

In addition to cleanliness the user is assured crisp, clear copies throughout the duplicating run. Long highly uniform runs and the ability to re-run are added assets. And the new Plastisol Spirit Ready-Masters go into action immediately—no build-up with the resultant waste of paper.

Whether it's in flat sheets, master units, continuous forms, tele-
typewriter rolls or interleaved sets, a Plastisol spirit carbon will
handle the job. Get this new cleanliness. Get Columbia Plastisol
Spirit Duplicating Masters.

For free demonstration consult yellow pages for Columbia
dealer nearest you. For further information write to "Plastisol
Division" at their address below.

PLASTISOL SPIRIT MASTERS

BY

Columbia

Columbia Ribbon & Carbon Mfg. Co., Inc., Glen Cove, N. Y.

Columbia Ribbon & Carbon Pacific, Inc., Duarte, Calif.

(Circle number 109 for more information)

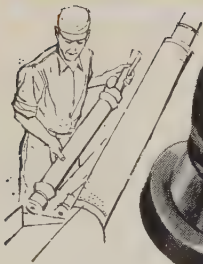
LAMSON AIRTUBE[®]

COMMUNICATION SYSTEMS



**DELIVER
BLUEPRINTS—**

WITHIN SECONDS!



Modern LAMSON carriers can fly oversized blueprints through AIRTUBE'S at a velocity of 25 feet per second. No other communications system can approach this type of service. And the time saved in transit is time gained in production.

Modern LAMSON AIRTUBE SYSTEMS have developed and improved their load bearing capacities to such an extent that today AIRTUBES are without peer in providing all 'round, swift, message delivery service to industry.

AIRTUBE speed *plus* load flexibility reduces downtime on production lines . . . eliminates cost of manual messengers . . . permits centralization of supplies and equalizes the workload among all personnel throughout the day.

Bring yourself up-to-date on *modern* LAMSON AIRTUBE SYSTEMS. Send for the new AIRTUBE catalog. Just clip this advertisement to your letterhead and mail to 114 Lamson Street, Syracuse, N. Y.



PIONEERS the Conquest OF INNER SPACE

LAMSON CORPORATION

PLANTS IN SYRACUSE AND SAN FRANCISCO • OFFICES IN ALL PRINCIPAL CITIES

Manufacturers of Airtube[®] (Pneumatic Tube Systems) • Integrated Conveying Systems • Pallet Loaders •
Selective Vertical Conveyors • Bookveyors[®] Clinical • Trayveyors[®] • Food Service Systems •
Blowers and Exhausters • Exidust[®] Central Vacuum Cleaning Systems • Dryset[®] Air Vacuum Systems
(Circle number 160 for more information)

the townspeople had some misgivings about the newcomers.

To smooth the way, the personnel manager visited the new location a year ahead of the move. While there, the superintendent of schools suggested the local boys and girls



become "pen pals" of the soon-to-be-transferred New England children.

A survey was made of the Hickory children. A list was made of interested boys and girls which indicated their ages, interests and hobbies. A canvas was also made of the GE employees who would be moving and a similar list made of their children's interests.

By the time the actual move was made, many firm friendships were established through pen pal letters. The southern families went out on their way to welcome the newcomers.

In fact, the GE personnel manager said it was the smoothest transfer of personnel he had ever witnessed. As a result, the pen pal device has become standard procedure to pave the way for uprooted personnel.

DON'T LET WORKERS DRESS TO KILL

• UNSAFE WORK CLOTHING is closely connected with soaring accident rates. This obvious fact is too often overlooked by both workers and supervisors.

In fact, dangerous dress ranks second as the most frequent cause of accidents in a survey made by the National Joint Glaziers and Glass Workers Apprenticeship Committee. Out of 281 accidents, 46—16.4%—are blamed on hazardous apparel.

Too many workers, safety consultants state, report for work wearing clothing with built-in hazards.

Consider this commonplace incident. A worker has a button missing from his shirt sleeve. It doesn't

seem important and is usually ignored—until the dangling cuff gets caught in moving machinery. If he's lucky, he may lose only an arm.

Floppy trouser cuffs can be equally dangerous. For instance, a draft of air lifted an operator's loose pants cuff and literally blew it into the grinder gears—along with his leg, before a fellow employee could cut off the power.

Ill-designed, poorly maintained, or dirty work garments are also common causes of crippling falls, burns, infections and skin irritations.

Safety counselors recommend a trim uniform, regularly laundered and repaired, to minimize accidents. Such special clothing is designed for maximum safety. Built-in hazards are eliminated—pocket flaps, loose sleeves, dangling apron strings. Places which get the most wear are reinforced in a well designed uniform.

SPONSOR SELF SERVICE SHARE-THE-RIDE SYSTEM

■ COMPANY ORGANIZED CAR POOLS can take up a lot of time. This was true at the Boeing Airplane Co., Seattle. The old system consumed



the equivalent of the full time of two clerks just to maintain central share-the-ride files.

Now, under a new self-service plan, the role of the company as a go between is virtually eliminated. One clerk can handle all routine involved in about two hours a month.

Clearing house for the do-it-yourself ride sharing system is a panel placed at strategic points in the plant. Each shows a detailed map of Seattle divided into 44 numbered zones. Below this is a slotted rack with pockets, also numbered one to 44. A supply of cards is provided. These have spaces for the employee's name, address, home

and shop phone, shift time and map number where he lives.

Any worker interested in getting or giving a ride simply fills in a card and places it in the appropriate zone slot—and awaits action from another employee.

Now in effect two years, the simple share-the-ride system has saved time and money for both personnel and management. All hands are satisfied with the streamlined car pool system, the industrial relations manager reports.

WATCH YOUR POSTAGE PRACTICE

■ A CHECK OF YOUR OUTGOING MAIL may reveal many overpayments of postage—and not always just a few pennies extra on an envelope.

A careless or rushed clerk sometimes forgets to flip back the postage dial after setting it for a heavy envelope or package. Result: many letters, requiring only four cents postage, may be run through at the excess rate of a dollar or more.

Some clerks also seem to have a blindspot on local geography. For instance, a New York City public relations firm consistently airmails releases to a nearby Stamford, Conn. publisher.

Many companies pay extra for airmail over holidays or weekends when regular mail would get there by the next working day.

Some firms pay charges for special delivery when it may actually delay arrival. For example, a letter mailed special delivery late Friday afternoon to a nearby company closed on Saturday, will probably arrive after the first class mail is delivered on Monday morning.

A Long Island publisher just received a one-page news item with a reply card. Both weighed less than a quarter ounce and could have traveled first class for four cents. However, the piece was sent in large manila envelope with eight cents postage. Probably thousands of these releases went out in identical fashion—at an excess cost to the sender of \$40 a thousand.

Another postage leak results from inaccurate scales. Have yours checked. If it overweighs, it's costing you extra money. If it registers underweight, the postage due will incur ill will of recipients.

LAMSON CONVEYOR SYSTEMS

*when two heads aren't
better than one...*



LET LAMSON ENGINEERS show you how *one* head can do the work of many. The purchase of conveyor components alone is not enough. It takes skill, imagination and years of experience to mould components into a directed conveying system that will increase materials flow while reducing man hours of labor time.

LAMSON engineers have such a record of achievement. Not content with the design of a system and the provision of LAMSON components, LAMSON engineers also install the system, train user personnel in its use and critically check operation.

LAMSON is famous for providing a finished, "Turn Key Job." So . . . if you have too many heads moving too few units, check LAMSON for advice. Write today to 114 Lamson Street, Syracuse, New York.

**LAMSON
CORPORATION**

(Circle number 167 for more information)

**BURROUGHS CORPORATION ANNOUNCES
THE B 5000, WHICH SETS NEW STANDARDS**



IN PROBLEM SOLVING & DATA PROCESSING

The new Burroughs B 5000 Information Processing System is a decided departure from conventional computer concepts. It is marked by dramatically different machine logic and language. It thinks in the language of your problems. It is an integrated hardware-software package that sets:

NEW STANDARDS OF PROGRAMMING EFFICIENCY

The B 5000 is the first system specifically designed for efficient use of the problem-oriented languages of ALGOL and COBOL. It swiftly translates them into efficient machine-language programs, compiles at speeds 20-50 times faster than any currently designed computers. Result: unprecedented savings in programming cost and time.

NEW STANDARDS OF PROGRAM-INDEPENDENT MODULARITY

Any B 5000 program will work with any B 5000 system configuration. It is possible to add memory modules, input/output units—even a functionally independent second central processor. Result: you can closely gear system expansion to growing workloads, without time-consuming reprogramming; you have effective protection against obsolescence.

NEW STANDARDS OF EFFECTIVE MULTIPLE PROCESSING

The B 5000's normal mode of operation is multi-processing. It can simultaneously process several unrelated problems, both scientific and commercial, under the supervision of its Master Control Program. Programs written independently can be processed simultaneously. Result: minimum idle component time, maximum self-regulating system efficiency.

NEW STANDARDS OF AUTOMATIC OPERATION

The Burroughs B 5000 incorporates a complete set of operating, monitoring and service routines. Its Master Control Program automatically schedules work and assigns memory and input/output units. Result: system idle time and human intervention are reduced to a minimum—important time and dollar savings.

NEW STANDARDS OF SYSTEM COMMUNICATION

The new B 5000 features completely flexible communication among its components, permits simultaneous on-line/off-line operation. Any input/output channel communicates with any peripheral equipment and any memory module. Result: greater flexibility and reliability in systems use.

NEW STANDARDS OF THROUGH-PUT PER DOLLAR

Along with its remarkably advanced logic and language, the B 5000 offers many other important features. Examples: High internal speed (three microsecond add execution time, six microsecond memory cycle time), high speed input/output (reads 800 cards per minute, prints 700 lines per minute), 66 KC Magnetic Tape speeds, and solid state construction. This large-scale performance is available to you in the medium-price range. Result: maximum through-put per dollar for you.

For details in depth on the B 5000 concept, call our nearby office now. Or write Data Processing Division, Burroughs Corporation, Detroit 32, Michigan.

Burroughs—TM



Burroughs Corporation

"NEW DIMENSIONS / in electronics and data-processing systems"



Kenneth Leghorn has learned that certain management actions produce a predictable—and highly favorable—result. He has applied these methods in three weak companies and made the companies strong. In two of the three, he changed losses into profits in a few months. This article tells you some of the management pattern Kenneth Leghorn has used three times to make a company snap out of it.

How to make a company snap out of it

A report on the management methods of Kenneth M. Leghorn, President of Photostat Corp., Rochester, N.Y.

 Kenneth M. Leghorn is a tall, friendly, bald man of 40. His easy manner does not reflect the kind of hard, competitive thinking that creates profits where none existed before.

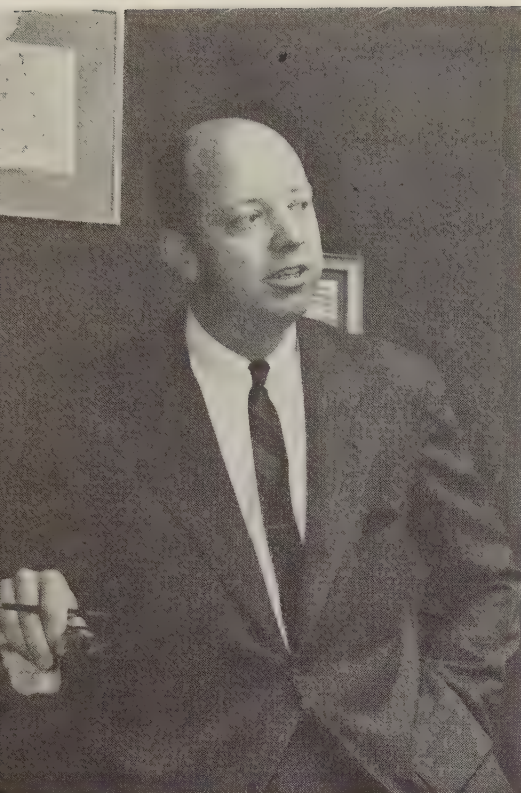
Yet Kenneth Leghorn has mastered a set of strong management methods. He has discovered that these methods produce predictable results. As he sharpens his methods, he finds the results become predictably better. For example:

 In 1953 he took over as chief executive of Sun Tube Co., boosted sales 25% and earnings five times before American Can Co. acquired the business in 1957.

 American Can shifted Leghorn to another of its acquisitions, Bradley Container Corp. This five-year-old business had never been in the black. In a year-and-a-half, CanCo had invested \$13 million in it, yet it was still losing at the rate of \$2 million a year. Nine months after Leghorn took charge, Bradley Container was in the black.

 Then Leghorn became president of Photostat Corp., a recent acquisition of Itek Corp. Photostat's sales had been going up, its profits down. It had been losing money for two years. Itek, then a small new company, was able to buy bigger Photostat with an investment of only \$2 million. Leghorn put the company in the black in six months and shortly had it earning more than 25% on Itek's investment.

What methods produce this kind of profit results? To find out, MANAGEMENT METHODS questioned Kenneth Leghorn in a series of interviews. Using Photostat to illustrate his points, Leghorn described what can be considered at least a big part of his campaign to make a company snap out of it. His methods are described starting on the next page. 



"There are two ways to build a company . . ."

"There are two ways to lift a company out of a slump and make it grow," says Kenneth M. Leghorn, President of Photostat Corp.

"You can grow either in the black or in the red. Sometimes it is possible to grow faster if you grow in the red. But anyone can grow on his own money; it takes no real talent.

"The management skill comes in when you can revitalize a company, create growth and earn profits all at the same time. That's where the creative aspect of the management job enters the picture.

"At Photostat, we decided to create our growth in the black, not in the red. Everyone in our management organization takes pride in the fact that we accomplished this goal quickly."

Yank all authority upstairs

"Take major authority away from subordinates for the time being," says Photostat President Kenneth Leghorn.

"Yank all authority upstairs and centralize it in the hands of the few key members of management."

This forces the key men to get involved in the intricacies of every operation. Because they are immersed in the mass of operational detail, while continuing to work at the policy level, the key men get both a worm's eye view and a bird's eye view of the whole company.

This accomplishes a number of things:

First, it trains the key men in the intimate details of the business, through first hand experience.

Second, it helps you make certain your key men are capable of making good decisions at every level.

Third, when key men have a top-to-bottom view of the business, hidden costs and other mistakes show through their camouflage and stand out like sore thumbs. You

spot areas where fat can be trimmed immediately and where it can be cut by corrective action over a period of time.

In addition to withdrawing all decision making authority from subordinates, Leghorn's method is to lock down all capital expenditures. Make sure no money can be spent without specific approval from the top.

"At Photostat," says Leghorn, "we centralized spending authority so that even the slightest change in spending plans required top approval. We made darn sure that not a penny went out without good reason."

Put management on a 24-hour day

"Complete centralization of authority consumes great gobs of time for the men at the top," says Leghorn. "So we put our management on a basis of—not 10, 12 or 14 hours a day, but 24 hours a day."

Leghorn says that only by taking the clock off the wall in the conference room and the top execu-

tives' offices can centralization of authority be made to work.

But there is an advantage.

Says Leghorn: "You quickly find out which of your management people are concerned enough about the problems of the business to put business first, above all other concerns of their lives. To make a business pull out of a slump, you need the kind of people who really want to solve problems, who want to get the job done, who want to reach success no matter how hard they have to work to get it. Our method of centralizing management and putting it on a 'get the job done' basis instead of a nine-to-five basis automatically screened out those who didn't measure up."

At Photostat, Leghorn created a brand new management team. He brought in 17 key management people—including seven out of eight of the men at the top.

Management was put on a two shift basis, to match the operation of the plant. Meetings often lasted deep into the night, because there wasn't time during the day.

Did this kind of full-time commitment on the part of management

uin their home lives? "I don't know of a case where we had a family problem because of it," says Leghorn.

Don't be afraid of meetings

Leghorn is probably one of the "meeting-est" managers going. His philosophy is never to avoid or postpone a meeting just because he or his managers can't afford the time. If there is a reason for a meeting, he calls it, regardless of how the meeting cuts into time.

"The first job of managers," says Leghorn, "is to make decisions. If a problem comes up that requires a decision, we'll call a meeting to get the thinking done and get the decision made. Other work can be postponed, but if you start postponing decision making, management control begins to slip."

Despite the disregard some executives have for so-called committee management, Leghorn contends there is an important teamwork aspect to decision making. "Meetings," he says, "provide communication, coordination and control."

Every decision has a bearing on other areas, says Leghorn. "If operations throughout the company are going to mesh, decisions in all areas should have a family resemblance. We achieved this by making all key decisions in our management committee meetings. Later, as the company began to assume a personality in its decision making, people at lower levels picked up the prevailing tone that had been given to our decision making, and they learned to fit their decisions into the pattern."

Leghorn gives another reason for his heavy use of meetings. In the beginning, when he first moved into Photostat, he was operating with holes in his top management team. Committee action had to take the place of key man authority while the right men were being found and tested for the major posts.

At first, management meetings were held without formality—any place and any time they were needed. People were just too busy for formal, scheduled meetings.

This arrangement kept things

running while the stringent tightening up process was working. It also kept an informality in the management, a fluidity that prevented the organization structure from solidifying before Leghorn was sure of how it should be shaped.

After two or three months, when some of the pressure was removed and the management began to take definite form, management meetings were put on a scheduled basis. Presently the meeting schedule is going through a further refinement stage.

Thaw out organizational rigidity

"One big mistake frequently made when a company is re-organized is that the change to a new

organization structure is made too fast."

So says President Leghorn. In his view, it is wiser to dissolve the rigid organization structure that exists, but keep things in a state of flux for a short while. Let things shake down to a natural pattern before shaping the organization to a new structure.

At Photostat, every aspect of organization was studied. Different ideas on how the organization could be reshaped were discussed at length, and tested. Not until Leghorn and his management group were reasonably certain that their new organization scheme would work did they attempt to install it.

As a matter of fact, the first organization structure they designed turned out to be only temporary. Changes continued to be made in

"To make a company pull out of a slump, you need the kind of people who really want to solve problems, who want to get the job done no matter how hard they have to work."



the company. A change in one department often set off a chain reaction of needed changes in others.

The first structure created by Leghorn lasted about six months. Then the organization plan had to go through a process of revision and refinement.

Says Leghorn: "We never let our organization skeleton get such tight joints that it loses its flexibility."

Crisp organization charts can easily be drawn, and that's a problem, says Leghorn. Further, it is easy to sacrifice principle to personality by shaping organization to match the strengths and weaknesses of people in various jobs.

"It is common to assume that the man handling a function is the right man. But if you disassociate yourself completely from personality, and structure your organization strictly on the basis of function, you have a gauge to use in judging whether a man can handle a given job. This is far different from tailoring jobs to men, and then hoping that the jobs mesh and that the organization will stand up."

Keep testing by overloading

You can test an organization best by overloading it, says Leghorn. That's the way equipment and materials are tested for points of stress and weakness. Why not use the same method for an organization of people?

To focus on areas of weakness or special strength, Leghorn set goals that were recognized in some cases to be unreasonable.

Says he: "As you test by overloading, keep questioning everything. Don't accept an established precedent as a reason why. Creative management calls for unpopular decisions or decisions that may be contrary to those the company has been accustomed to make under similar conditions."

Leghorn points out that many companies never discover their full strengths because the organization is never put to a real test. The best test is to overload. Demand the impossible—and sometimes you'll

get it. At the very least you'll find out what the organization can do, and what it can't.

Tally your strengths, and your weaknesses

The payoff of a testing program is a realistic accounting of specific strengths and specific weaknesses.

Sometimes, of course, strengths and weaknesses are instantly visible. For example, when Leghorn took over at Photostat, he could tell immediately that manufacturing was in fine shape. "You hardly had to look twice," he says, "to see that it was a sharp operation with solid craftsmen as employees. I saw that this would be one of our biggest strengths."

Not so favorable was the picture in sales. Within two weeks after he came in, Leghorn had uncovered the fact that two separate sales organizations were fighting each other, rather than complementing each other. This was recognized as a major weakness that had to be overcome.

Stamp out weakness fast

According to the Leghorn method of management, weakness cannot be tolerated for any longer than it takes to stamp it out. To postpone a decision in this area until the road smooths out is a management sin of omission.

With regard to the weakness that existed in the Photostat sales organization, as described above, Leghorn felt he had three alternatives.

First, stay with the dual sales organization but try to resolve the disputes between the two teams.

Second, decide which sales team was stronger and let that one absorb the other.

Third, start fresh, reorganize the sales staff, and appoint new branch sales managers regardless of where they might come from.

Leghorn recognized the third action as the best but he was handicapped by a lack of experience with the present sales managers. He

couldn't take the chance of tapping men for key jobs and finding later he had made mistakes.

Rather than postpone action on a recognized problem, however, Leghorn decided to act, and to solve the problem partially at least. He reverted to the second alternative, which was to have one of the sales teams absorb the other. He merged the two sales groups, leaving the stronger group dominant.

Meanwhile, he got to work on complete reorganization of the sales department. He held off implementing this reorganization, however, until he had sized up his people, knew who would fit where, and who wouldn't fit at all.

The significant point is that he did not delay action even though he could not take the best action immediately. He used whatever methods he could to stamp out weakness as soon as it was recognized, then refined later.

Another example of Leghorn's fast action against weakness existed in the action he took regarding employee benefits at Photostat. Policies in this area were amorphous at best. Practices lacked standardization. In the case of sickness and disability benefits, for example, some people were paid for three days, others for two weeks, still others for three months. There was no rhyme nor reason to the differences. Employees, suspecting favoritism, were unhappy about the way things had been handled.

Leghorn and his management group dove into this weakness in personnel practice as soon as they recognized it. The fast action helped win employee support for the new management.

Don't overstaff; use consultants

When you are attacking sluggishness in a company, when you are testing the organization by overloading, when you are shaking out weakness and searching for strength, when you are reshaping the structure to make it stronger—the temptation to add staff may be almost unbearable. As the stress

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How to answer the
agonizing question

Am in the wrong job?

Sleepless nights usually plague the executive who is considering a job change, either because of dissatisfaction or the temptation of a better offer. If you face the new job decision, experience of other executives who have wrestled with it will help. In this article you get such experience from an executive placement specialist who has worked with hundreds of executives at the crossroads.



It is a question that gnaws at many executives: "Am I in the wrong job?"



The question can afflict almost anyone. The dissatisfied executive has it on his mind all the time. But even the satisfied manager is often forced to make the agonizing decision: "Am I in the wrong job?" Commonly a good man finds himself being offered tempting inducements to make a change.

The reason is clear: there aren't enough good managers to go around. And studies show the shortage is getting worse. Topnotch management talent will probably never be in abundant supply.

Some men feel squeamish about secretly seeking a new job, or even listening to job offers. They consider it unfaithful to their present companies, and they feel guilty.

But one fact must be reckoned with: the executive who has in his mind the question, "Am I in the wrong job?" is doing himself and his company a disservice unless he resolves it. If he finds by analysis that he is in the wrong job, he ben-

efits his company as much as himself by making a change.

How do you go about resolving the question, "Am I in the wrong job?" Experience shows there are some methods that can help take some of the sleepless night agony out of the problem, and steer you to the wisest decision.

STEP ONE: *The critical review*

■ The first step in this process is a critical and highly objective self-appraisal. The purpose is to determine the underlying reason why you are entertaining the possibility of a change. The key question to ask yourself is this: Do I want a new job or am I running away from my present one?

That question will lead to others. Are the problems in my present job all solved or is it simply that I'm getting stale? Is my present job unrewarding and uninteresting, or just too tough?

A checklist something like the following might help you get right

by **Arthur Kent**
Executive Manpower Corp.,
New York

**THIS ARTICLE
HELPS YOU
ANALYZE
QUESTIONS
LIKE THESE**

- At my age, is it wise to consider a change?
- Can I afford the risk of failure in a new position?
- How much would relocation disrupt my family?
- Am I satisfied with my present job performance?
- Has my 'batting average' on decision making been high enough?
- Have I produced enough new ideas?

to the heart of the matter in your self-examination:

1. Am I completely satisfied with my performance in my present job?
2. Has my "batting average" been high in decision making, or have I made too many mistakes?
3. Have I been productive of original ideas of value to my organization, or have I been satisfied to work with the ideas of others?
4. Am I given authority and freedom of action commensurate with my responsibilities?
5. Have my responsibilities and authority been clearly spelled out?

If not, what have I done to achieve this end?

6. Do I have good working relationships with the people above me, those on a par with me, and those below me?
7. Do I look forward to each day as an interesting, even exciting experience, or as a drudgery to be gotten through quickly and as easily as possible?
8. Does my present assignment produce an interesting, gratifying, and frequent challenge, or is one day like another?
9. Am I bogged down in routine? If so, what have I done to systematize things to free my time for the more important part of my job?
10. How much socializing is part of my job and do I like it?
11. What is my potential for advancement? In my present company? Elsewhere?
12. Am I being adequately compensated for what is expected of me—including fringe benefits, incentive plans, bonuses, profit sharing, and stock options—in relation to others in my company, in my industry, and in industry in general?

13. Does my compensation provide adequate resources to meet present and future personal and family responsibilities and emergencies?
14. At my present age, is it wise for me to consider a change or should I "sweat it out" where I am?
15. Can I afford the risk of failure in a new position?

16. If relocation becomes necessary, will disruption of my family situation adversely affect my efficiency in a new job?

Answers to these and similar questions will produce facts to be faced. The answers will provide a base on which a wise decision can be built.

**STEP TWO:
Setting your sights**

- Suppose you have tentatively decided to seek a new job. How do you go about making a change?

Some new thoughts in a different vein, will now be helpful. Again, decisions are involved:

1. What is my best talent? What have I to sell? What is my ultimate goal? Where do I want to go?
2. Should I have a resume written by a "resume service," or should I write my own?
3. Should the search be highly selective, or widespread?
4. Should my present company know of my desire to make a change?
5. Are my qualifications and experience more applicable, and would they be more interesting, to a large or small company?
6. Should I give up my present job to devote full time to seeking another one?
7. Should my resume be sent to as many executive search firms as possible?
8. Should I seek a change within the same industry, or search for a position in another one?



**About
the
author**

Arthur Kent has interests ranging from food to music to management. A baritone formerly with the Metropolitan Opera, he has managed the famous Sardi's East restaurant in New York. Now as vice president of Executive Manpower Corp., he specializes in management recruiting. He developed much of his personnel management knowledge as a lieutenant colonel in the Army, where he created a number of personnel control methods and helped devise a unique system of personnel allocation and accounting. He attended Cornell, Utah and Brooklyn Law School.

Does my authority match my responsibility?
 Do I have good working relationships with others?
 Do I think of my work as exciting, or just drudgery?
 Am I happy with the amount of socializing called for in my job?
 What advancement can I expect in this company? Elsewhere?
 Am I adequately compensated?

9. Should I advertise in newspapers and trade publications? If so, what type of advertisement should employ?

10. Should I answer blind advertisements personally?

11. How much personal investigation is desirable when considering an executive position with a potential employer? Is it wise to let the employer know that some checking has been done?

12. At what point should compensation be discussed?

13. Should I consider a business of my own?

Let's now look at these 13 points in the light of other executives' experience

1. What is my best talent? What have I to sell? What is my ultimate goal? Where do I want to go?

Critical objectivity and complete honesty in self-study is again paramount. Educational, environmental and experience backgrounds should be thoroughly reviewed and appraised.

A decision can and should be reached which will permit the individual to say, quite honestly and dispassionately, that he functions best in an administrative, marketing, production, technical, or other general area.

Deeper consideration will lead to specialized fields within general areas, *i.e.*, advertising, market research, sales promotion, sales, or product planning as within the marketing zone of cognizance.

Thought must now be given to the ultimate goal in relation to one's immediate and potential capacity. If the goal is that of general management of a company (and size of the organization is also important), what is the best road to follow to reach that goal?

Decision as to one's best talent also leads to consideration of the type of company where the executive may find most fruitful application for it. For example, a technically oriented executive may not find much future for his talents in an organization which is primarily marketing oriented, or vice versa.

Having decided the "best talent" and the ultimate goal, we have now isolated the product for sale.

2. Should I have a resume written by a "resume service," or should I write my own?

■ The next step in the executive's plan is a logical continuation of the thinking already done on the questions of best talent and ultimate goal. A factual, simple, chronological list should be made, starting with one's educational background and continuing through various employers as well as itemizing changes within particular employments. Take the trouble to be sure of dates. In each position held in the past, strive to note the full name—correctly spelled—of the superior to whom one reported. Care should also be exercised to have correct and detailed addresses.

A common error in resume writ-

ing—and one made by so-called professional resume services as well as individuals—is to be verbose; to use the advertising agency "presentation" approach; or to strive for a striking or original format which it is hoped will be eye catching and arouse interest. The basic rule should be to state the facts in chronological order, with a concise, incisive statement of one's duties and responsibilities in each position held. General and self-laudatory language like: "Had supervision over all marketing functions and was personally responsible for 300% increase in volume," should be avoided.

Show the total number of employees in the company, how many people were supervised directly and indirectly, exactly what you did, and to whom you reported. Wherever possible indicate specific product lines involved in a job—a potential employer in the field of packaged consumer goods is not apt to be interested in a man whose experience has been in a service business.

Show the company volume of business done in each case. This can be an approximate figure but is useful, in conjunction with the number of employees, in evaluating the extent and type of experience. An executive who has been a controller in a small or medium size company is hardly likely to be desired as vice president of finance of a billion dollar corporation.

If the foregoing is carefully done,

Home Address
123 E. Jones St.
New York 21, N. Y.
TE 5 - 4321

Business Address
234 W. 53 St.
New York 19, N. Y.
CI 5 - 4321.

Age: 45 Married, 3 children Good Health 6 feet 180 pounds
A.B. Dartmouth, 1931 Major: Economics
M.B.A. Harvard Grad. Sch. of Business Administration, 1933

Military Service: 1941-46. Private to Captain, Infantry. Graduate, INFOCS. No reserve commitment.

1955 to date: Director of Marketing, ABC Corp., manufacturers of electronic components and systems for industrial and military use. Report to Division Vice President (J.J. Fox). Sales volume: \$45,000,000. Direct and indirect supervision over 65 people. Plan corporation marketing plans and budgets, including sales, market research, advertising and field service. Supervise and direct activities of a Sales Manager and Field Sales Force, Market Research Manager, Advertising Manager and a Field Service Manager with a field service group. Salary: \$20,000.

1953 - 1955: Sales Manager, ABC Corp. Reported to Director of Marketing, T. W. Smith. Supervision over field sales force of 25 people. Planned and recommended sales policies and budgets, coordination with Market Research Manager, Advertising Manager and Field Service Manager. Directed and when necessary assisted in activities of salesmen. Maintained top-level contacts with Department of Defense agencies. Salary: \$16,000. Promoted to Director of Marketing.

1950 - 1953: Assistant Sales Manager, ABC Corp. Reported to Sales Manager, R. W. Brown. Assisted in preparation of sales plans, budgets and policies. Did Sales Department administrative work, i.e., scheduling, reviewing reports, approving expense accounts, etc. Responsible for sales contacts with certain major customers as designated by the Sales Manager. Salary: \$12,500. Promoted to Sales Manager.

1946 - 1950: Sales Manager, XYZ Corp., manufacturers of electronic components. Reported to General Manager, G. B. Young. Sales volume: \$5,000,000. Directed sales force of 5 salesmen. Sales to prime and sub-contractors on

ernment contracts. Recommended sales plans and policies; directly responsible for all company advertising. Made sales contacts with major customers. Salary: \$10,000. Left for better opportunity.

U.S. Army. Service in European Theatre. Platoon Leader and Company Commander, Infantry Company. Bronze Star.

National Electric Corp. From Sales Trainee at Utica, New York to Sales Representative, Washington Office, then Military, reporting to F. W. Bruce, Manager, Washington Office. Attended GE courses in Marketing. Left to enter military service. Salary: \$8,000.

Lack of growth opportunity in present assignment. References will be furnished.

Author Arthur Kent gives this as an example of a well written, well designed executive resume. Note that it is complete and emphasizes results obtained, but does not make extravagant claims.

it should be possible for the executive to write his own resume. If it is still his decision to have it done for him, the detailed work outlined above must still be done and presented to the resume specialist who will put it into a format he feels appropriate—and charge a fee commensurate with his reputation.

3. Should the search be highly selective, or widespread?

■ The old story about the three B's of good public speaking (be accurate, be brief, be seated) could well be modified for our purpose to be *accurate, be brief, be selective*.

The executive who elects to follow the "shot gun" approach in seeking a new job makes a grievous error. The more effective method is

that usually employed in a carefully and intelligently planned sales campaign. The carefully considered, selective approach is much more likely to yield effective results than that which indiscriminately broadcasts the fact that a change is being sought.

The item to be sold—the executive—represents a very particular, specialized, unique product. There is only one of its specific kind available in the market. Broadcasting the fact of availability has the tendency to cheapen the product and negates its individualistic value in the eyes of a potential buyer.

In addition, and even when the current employer is aware of the effort being made to accomplish a change, spreading the news far and

wide soon results in questionable comment about the executive at his current company which might result in premature termination of his present employment.

4. Should my present company know of my desire to make a change?

■ Here the executive contemplating a move must be guided by his knowledge of company policy, the idiosyncrasies of his superiors and his own good judgement.

Certain organizations are prone to release an employee the moment it becomes known he is intending to relocate. Certain corporate presidents of national repute have fixed ideas on the subject; they react immediately to terminate the employee.

ment of any man known to be shopping around. There are organizations whose point of view is radically different. One of the largest corporations in the U. S. will help the employee who decides to make a change on the theory that, even though employed elsewhere, a good man who has been aided in relocating becomes an ardent booster for its products. Discretion, generally, dictates a negative answer to this question.

5. Are my qualifications and experience more applicable and would they be more interesting to a large or small company?

■ This question must be considered from two points of view: first in relation to ultimate goal and second in relation to the best market for the product to be sold.

Having gone through the processes suggested under the first three items above, the executive should now have a clear idea of his own capabilities. He can consider them in the light of his ultimate goal, and determine the best market for his product—himself.

The size of a company is important in the light of the probability of employment by it, and in recognizing the atmosphere in which one functions at his best.

Large organizations generally operate within a framework of rules and regulations often too rigid for the man who is at his best in more fluid surroundings. The very nature of "bigness" creates the necessity for rules, controls, and an impersonal atmosphere. Some men cannot work effectively and happily under these circumstances.

Probability of employment by a large company of an executive whose experience had been entirely in small organizations is not very high. In the reverse situation, the probability is higher but again there is no assurance of success. Small companies frequently feel that a potential employee whose past experience has been with large companies will be unable to adjust to the lack of rules and controls, the perhaps narrower scope of operations, the tighter control on the expenditure of funds.

The optimum situation is one where a definite growth pattern is perceptible in the individual's past experience which clearly shows his capacity for handling a wider and greater scope of responsibility and authority.

6. Should I give up my present job to devote full time to seeking another one?

■ Generally no. Even though separation is without recrimination or acrimony, a potential employer is invariably suspicious, feels there is some hidden factor in the situation, and is apt to believe he can offer less compensation to an unemployed individual on the theory that he needs a job.

Some organizations pursue a policy which permits the executive considerable latitude in this matter. The man seeking to change is allowed freedom and time in which to look around—within limits established by the company.

The unemployed executive creates the psychological block in the mind of a potential employer best expressed in the unspoken question, "Why is he out of a job if he is a good man?"

7. Should my resume be sent to as many executive search firms as possible?

■ On the same premise already discussed—that of selectivity—the answer can only be no. Certain executive search organizations are specialists in particular fields which may be far from anything of interest to the individual. Again, be selective, take the time and trouble to determine those firms which are the best equipped to do the right kind of placement job; which have pride in their reputation; and which have a successful record of placing people in positions where they have remained happily and productively.

Send the resume to carefully selected organizations of this type with a brief note asking for an appointment. Even though they may have no immediate assignment which would coincide with the information set forth in a well prepared resume, the mere fact of its being well prepared will usually

result in an invitation to come in for an interview. This meeting should be as frank and complete as time and circumstances permit.

8. Should I seek a change within the same industry, or search for a position in another one?

■ The primary determinant here is the matter of time—time in terms of the person's age and the number of years spent within an industry.

Whether we like it or not, most employers look for experience in their own industry when considering a potential employee. It might be argued that a good vice president of marketing should be able to plan and supervise the marketing function of a company regardless of its product. But the fact remains that a manufacturer of trucks wants a man with experience in the automotive (and preferably truck) field rather than one whose background has been in marketing radio and TV sets.

It is true, however, that most industries impinge upon or are corollary to others. Here, for the man who wants such change, is the opportunity for it.

A list should be made of companies in the primary field, then a list of related organizations and of corollary firms. Again exercising our principle of selectivity, some organizations should be eliminated as not being in point. Then a few companies should be selected and a carefully planned approach determined.

The executive's age—despite laws which seek to avoid its disclosure—is always an important matter. It is certainly of importance to the man himself as it might well deter him from the decision to make a change in the first place or prevent his being accepted for a specific position.

Employers are naturally concerned about the long-term potential of a prospective employee and are normally reluctant to accept a man whose productive years are more in the past than in the future.

Salaries at executive levels also become a consideration since the question arises concerning the dollar return that can be expected from an individual's efforts versus

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Why transport people to meetings when all you need are their minds and voices? A phone conference saves time and money, and gives added impact. Uses range from quick decision making to a nationwide hookup. Phone meetings are practical whenever budgets are tight, time short and decisions urgent. Here are the facts.

Consider how much time, money and manpower you could save if some of the meetings you'll hold this year were held by phone instead of in person.

And consider how much extra impact the phone meeting might provide. Some companies report, for example, that a sales meeting held by phone produces more sales motivation than bringing fieldmen to headquarters—at significant savings in time and money.

Within minutes, all concerned can probe problems, clarify questions, make on-the-spot decisions.

Low cost management tool

Phone conferences can often accomplish as much or more as a meeting around a table—in less time at less cost.

And the low cost of a long distance conference may surprise you. For instance, if you're headquartered in New York City, you can talk--and listen--in a multi-way hookup to staff members in Boston, Washington and Miami for three minutes, for a total charge of \$6.50.

Individual person-to-person calls to these points add up to \$11.25. And, of course, you can talk to only one location at a time. Such separate calls consume more of the originator's time and are likely to entail further callbacks. So, conference calls save time for distant personnel and for the boss at home.

In all but some short distance service, conference rates are usually considerably less than person-to-person tolls (*as shown in the cost comparison chart at right*).

Further, if you tally the travel time and cost avoided when you hold a meeting by phone, the savings become impressive.

For example, the meeting of many minds via long distance proved to be a surprisingly low cost communications tool for a southern manufacturer. Now almost all of its sales meetings are held by phone. Each such conference, the firm estimates, saves more than \$2,000 in travel expenses.

An Indianapolis executive's experience: "In one year, we saved about 80% of the amount we budgeted previously for committee meeting expense. One 30-minute conference call involving six persons costs less than the expense of one man's trip to Indianapolis."

Daily management aid

Some firms supplement periodic in-person conferences with frequent long distance meetings. Others depend almost entirely on phone get-togethers.

For instance, one appliance manufacturer says, "I couldn't get along without daily telephone conferences to coordinate our widely scattered offices. It's just like meeting around the table, but faster and less expensive. It helps us produce at the lowest possible cost and ship from the nearest plant. And it makes for better teamwork."

Then take the case of a sales manager of a large west coast book

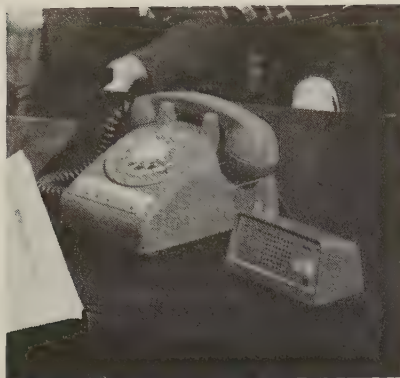


Coast-to-coast phone session gets Slant/Fin Corp's ball rolling.

Total phone conference costs vs. person-to-person costs

City where telephone call originates	Complete intercommunication with all these points	Length of telephone call	Total charge for multi-way hookup	Total cost to call all these cities person-to-person
Chicago	New York City	Three minutes Each add'l minute	\$ 7.50 \$ 1.50	\$ 7.65 \$ 1.40
	Cleveland			
	Washington			
	New Orleans			
Los Angeles	Chicago	Three minutes Each add'l minute	\$11.00 \$ 2.25	\$13.20 \$ 2.25
	New York City			
	Detroit			
	Boston			
Seattle	Boston	Three minutes Each add'l minute	\$11.00 \$ 2.25	\$13.20 \$ 2.20
	Chicago			
	Miami			
	Houston			
San Francisco	Portland, Ore.	Three minutes Each add'l minute	\$ 7.50 \$ 1.50	\$ 5.95 \$ 1.05
	Reno			
	St. Louis			
New York	London	Three minutes Each add'l minute	\$21.00 \$ 7.00	\$34.50 \$10.50
	Paris			
	Honolulu			

This comparative chart shows that multi-way conference hookups usually cost less than calls made individually to all the same cities.



This executive can confer with 10 branch staffs without lifting the receiver of his Speakerphone.

company. "I've just let almost \$1,000 slip down the drain," he said, when he belatedly found out about the feasibility of telephone meetings. "This morning I had four of my salesmen here for a meeting. It cost the company hundreds of dollars in needless travel expense."

Two types of hookups

The phone company offers two distinct types of conference service. One is a simple one-way link to two or as many as 25 locations. This allows an executive to talk simultaneously to many branches. Those called, however, cannot contribute to the discussion. An example of this one-way hookup was the 75th anniversary celebration of an insur-

ance company. For the occasion, the president addressed, via a series of hookups, groups in 175 cities.

The other type conference service is the round robin call. This multi-way link allows an all-hands participating conversation. In other words, a sales manager in St. Louis can talk with, and be answered by, men in Kalamazoo, Keokuk and Brooklyn. Each participant hears all that is said in each city and can add his comments which will be heard at all locations. This multi-way linkup is limited to 10 locations but a roomful of people can talk and listen at each location.

Just dial operator

In case you haven't tried one, a telephone meeting is simple to arrange—at home or in the office. Just ask for the conference operator and give her the details of your call.

You can call meetings on the spur of the moment since you don't have to make a reservation with the phone company for most conference calls. However, many executives alert participants by telegram of a coming phone conference. Also for large involved hookups, or where special equipment needs to be installed, the phone company prefers ample advance notice.

Auxiliary conveniences

Modern developments help make long distance meetings a comfortable, convenient, compelling means

of talking with various associates.

One device that's especially useful for a telephone meeting is the Speakerphone. This hands-free unit has a tiny microphone at the base of the phone and a small adjacent loudspeaker to bring in the distant voices. Thus, a number of people in the same office can participate in the same phone conversation without touching the receiver.

Another innovation that expedites phone conferences is the Call Director, a multi-button phone designed for business use. Conference calls can be arranged at the touch of a button on this special instrument. Loudspeakers or amplifiers can be installed to carry the conference proceedings to large auditoriums or adjoining rooms.

Uses are varied

Slant/Fin Radiator Corp., Richmond Hill, N.Y., built up tremendous and immediate enthusiasm for its Builder Program on a nationwide basis with a phone hookup. Sixty-five builders who participated were kept "in the dark" until the long distance conference was ready. President Mel Dubin reports this unique promotion made individual builders really excited about the Slant/Fin heating system.

To cite another case, the head of a large advertising agency was faced with a delicate problem in employee relations. He was ill when the time came for his tradi-

CONSIDER THESE USES FOR ROUND ROBIN PHONE MEETINGS

Sales promotion has been the objective of many phone conferences. But many other resultful uses have been tested by large and small companies. Here are a few jobs you can accomplish effectively and economically via long distance hookups:

- Announce new plans, policies, procedures
- Launch new products
- Release price changes, premium offers
- Herald contests, special promotions
- Coordinate sales, production, shipping
- Conduct sales meetings at any level
- Capitalize on current happenings
- Resolve business emergencies
- Call a press conference
- Hold intensive training sessions

- Celebrate an anniversary countrywide
- Have "name" speakers on national hookup
- Secure immediacy of concerted action
- Personalize executive talks to farflung personnel
- Capture enthusiasm, instill urgency for programs
- Impart curiosity and surprise for event
- Confer with directors, consultants
- Call stockholders' meetings in several cities
- Rally extra effort for cost reduction drives
- Stage national order closing marathon

tional pre-Christmas trip to branch offices in the United States and Canada to tell employees about their bonuses. He solved his problem with a conference call, supplemented by a tape recording he made from his home. With the talk on tape, a series of conference calls was set up at the firm's headquarters. The talk came as a surprise because branch employees were unaware that loudspeakers had been installed in their offices. And because of the recording quality they thought the president was actually on the phone. Thus, he said his personal Merry Christmas without leaving his sickbed.

Long distance press meeting

Johnson & Johnson staged a seven-state press conference entirely by phone. It gained immediacy and urgency for attention to its public service safety program. The unique round robin, long line conference took place one Wednesday afternoon last fall. Its purpose was to stimulate editorial interest in "Emergencies Don't Wait Week."

Dr. Thomas M. Thompson, J & J associate medical director, sat at a desk in New York. With Public Relations Counsel Gerald Mandel acting as moderator, editors in seven states interviewed Dr. Thompson for stories of interest for their specific publications.

Time saver

A consensus of executives that use telephone conference service is that it is a practical, cost cutting, profit making technique.

With this quick conference method, immediate answers and decisions can be made. It permits more frequent meetings that would otherwise be too costly or time consuming. The long distance conference helps keep close, coordinated control over distant branches and on-the-road personnel. A telephone meeting can help maintain the personal relationship between visits.

Meetings by phone can free key executives and salesmen from excess travel to attend conferences.

When you plan your next meeting, investigate the time and cost saving advantages and impact of a convenient conference call. ■

A dozen overlooked ways to save shipping costs

Here are concrete, money saving tips that can take some of the bite out of your transportation bills. Check your shipping practices against these proved cost cutters.

Look closely at your transportation procedures. Chances are you're neglecting sizeable potential savings by not employing several shortcuts, alternatives, privileges and carrier capabilities.

Often the application of just one time and money saving idea can lead to substantial economies. This has been the experience of large and small companies alike.

Here are 12 hints for more efficient shipping. They are adapted from a practical transportation guide, "35 Ways to Reduce Your Shipping Costs," written by Raymond F. Bohman, Jr., partner, Bohman Industrial Traffic Consultants, Inc.*

* The 14-page, pocket-size guide is sold for \$1 by Institute of Business Research, Inc., 49 W. 57 St., New York 19.

Some manufacturers describe a commodity from a sales viewpoint only. This "dressed up" description can throw its identity and classification into a higher transport bracket. Before making a final decision on a product name, check first to see how the description will affect shipping charges. And be sure you use the carrier's terminology, not your own, on bills of lading. This will lessen the likelihood of being charged more than the lowest rate applicable.

Despite care taken by the carrier, undetected over-assessments sometimes happen. In fact, experience shows that firms which audit their transportation invoices frequently save substantial sums. It's up to you to discover all overcharges and file a claim for refund.

turn page

1 Avoid
fancy
misnomers

2 Audit
your
freight
bills

3 Use stop-off privilege

En route stop-offs, usually as many as three, for partial unloading are allowed by many motor carriers. For each, except the last unloading, only a nominal stop-off charge is made. By combining shipments for a few customers who are intermediate to your final destination, you can usually come out well ahead on total transportation savings.

4 Minimize product bulk

There is a special low rate for shipping many items in a knocked down or unassembled state. To classify for this economy rate, your product knocked down or telescoped must occupy 33% less space than its normal setup cubage. Sometimes a small change in design will qualify an item to travel at the lower knocked down rate.

5 Reduce package weight

Many new lightweight materials equal or exceed the protective qualities found in traditional packing materials. Investigation of new developments may turn up something that can substantially reduce the weight of your packages. A gross weight reduction often slashes shipping costs.

6 Use carrier prescribed packing

In some cases, you can save up to 50% in less-than-truckload charges if you use packaging prescribed by the carrier. Further, some articles take lower rates when packed in boxes or crates, rather than shipped loose or in bundles. Check your carrier for other economies for type of packaging.

7 Separate differently rated items

Usually when articles with different classes or rates are shipped in the same package, the highest rate prevails for all articles. So, where possible, pack differently rated items in separate packages.

8 Stagger pickups throughout day

By spreading or scheduling shipments throughout the workday and workweek, you can eliminate costly idle periods of personnel. Chances

9 Consolidate small orders

are, with efficient pickup planning, you will be able to reduce the size of your present shipping quarters and the number of shipping employees.

Many firms process several individual orders the same day, or the same week. Often many of these small packages weigh less than the minimum weight rate. By consolidating small orders, you avoid this excess assessment.

10 Use mechanical helpers

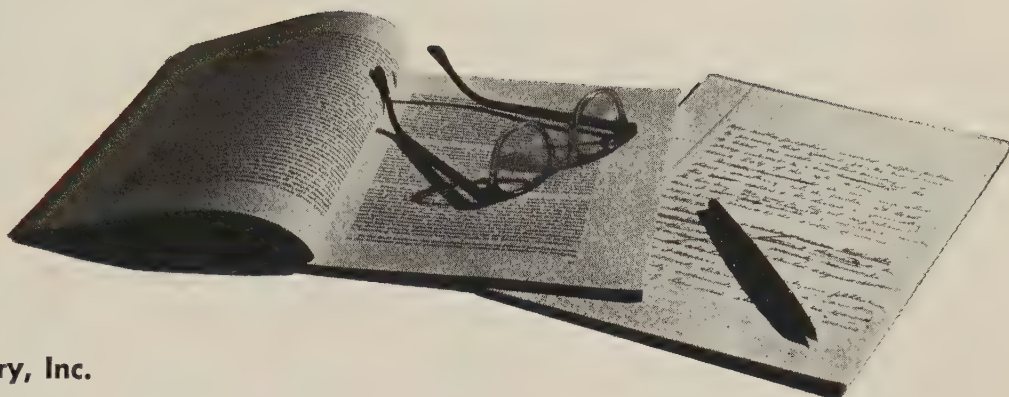
You can speed up expensive loading and unloading time by utilizing efficient materials handling devices and equipment. This speedup usually requires fewer workers. And these mechanized helpers usually reduce damage to merchandise. Are you using the best methods and machines now?

11 Don't pay for air

Naturally, wherever possible, you economize by shipping full truckload or carload lots. But are you loading on enough volume to avoid paying the minimum charge for weight not shipped? For example, your shipment weighs only 26,000 pounds and the carrier minimum is 30,000 pounds. That means you're paying for 15% more transportation service than you get. Or, put another way, you could ship as much as 4,000 pounds "free" in the case quoted.

12 Assign traffic responsibility

Probably the most effective means of cutting shipping costs is continuous application of transportation cost control techniques. If you spend \$100,000 or more on inbound and outbound transportation, a full-time traffic manager is likely to be warranted. If your volume is less, assign traffic responsibility to one individual as a part-time job. Or retain a reliable traffic consulting firm. Continuing attention to these 12 checkpoints can help you trim much of the waste from your shipping dollar. ■



by The Reading Laboratory, Inc.

How to double or triple your reading speed

By applying 10 proved methods, you can double or triple your reading speed and comprehension. These 10 methods, detailed in the first four “lessons” of this series, are now reviewed in this final summary. Apply these reading methods and you can add minutes and hours to your day.

■ All it takes to read faster and better is willingness to break old habits.

One reason you probably don’t read as well as you should is that your reading training stopped at about the fifth grade. You were never trained to read more than a word at a time.

At first you may find it difficult to change deeply entrenched reading habits. The techniques of good reading require regular practice before they can become part of your regular reading pattern.

In learning to play the piano, you are first painfully aware of your

finger placement on the keys. But this soon becomes automatic and you are free to concentrate on the feeling of the music you play.

The same is true with rapid reading. At first you will be conscious of the techniques, but gradually this awareness diminishes, and you are able to read rapidly and still concentrate on the meaning of what you read.

Here is a review of the 10 methods of good reading skill that have been presented in the first four articles in this series. As you review these methods, check yourself to see that you are giving them

Use these methods to lighten your reading load.

all the attention and practice they deserve.

1. Phrase reading

■ The most valuable of all techniques to increase reading speed is phrase reading.

Let your eye stop only three or four times on a line, taking in meaningful thought units at a single fixation. At first you must think about it. Become aware of phrase reading and when you catch yourself reading word by word, revert quickly to your new technique.

Don't let fear of not comprehending slow you down. Push yourself to maximum speeds at all times.

2. Space reading

■ Look slightly above the sentence rather than directly on the words. This will help your eyes take in whole phrases rather than single words.

3. Indenting

■ Start reading one-eighth of an inch in on each line and stop one-eighth of an inch from the end of each line. You'll find your eye is automatically pulled to the white margin, but this causes wasted movement and energy.

4. Columnar reading

■ Let your eyes move down a column of newsprint with only one fixation per line.

At first, it will help you to follow a pencil line drawn down the center of the column. You can practice this technique on the way to work, during coffee break, or at any convenient moment.

This exercise will also help you to increase your eye span and thereby increase your speed in phrase reading.

5. Self pacing

■ Set your reading speed according to the difficulty of the material and your present knowledge of the subject matter.

Determine your purpose in reading the selection and you will gradually train your mind to grasp the essentials in far less time.

6. Pre-reading

■ In order to get a preliminary, overall picture of any nonfiction article or book, use the following steps:

1. Look first at the title, author and date.

2. Read rapidly the first two or three paragraphs.

3. Read only the first sentence (or topic sentence) of the following paragraphs.

4. Read the final two or three paragraphs thoroughly to get the summary.

In this way you have double insurance of retention and can quickly determine if the article warrants thorough reading or may be merely skipped or skimmed.

7. Skipping and skimming

■ Through pre-reading you will be able to determine what parts of the article may be skipped entirely and what parts must be skimmed for details and facts. Get the most out of skimming by formulating explicit questions and reflecting on them a few moments before skimming so that the answers will seem to pop out at you in the text.

8. Questioning and anticipating

■ Ask yourself questions about the material as you read it; anticipate what the author is going to say.

Pre-reading will help you to determine what questions you want to ask. Always read with a purpose. These techniques are a great aid to concentration and retention.

9. Summarizing

■ Summarize each paragraph as you read it; then summarize the article as a whole. At first you may want to do this on paper, until you can make it a mental habit.

This will help you to understand as well as retain the main ideas of the article.

10. Critical reading

■ Evaluate what the author is presenting by comparing his ideas and opinions with other articles you have read on the same subject. Use

your own background for intelligent and critical judgement.

In this way, you will broaden your grasp of the subject, and you will find your concentration on the material is stronger.

In the first article in this series you were invited to read another article in *MANAGEMENT METHODS* in order to determine your reading speed. Now, to see how much you have improved, turn to page 58 and read the article, "How to set up a college recruiting program that works," which contains approximately 1050 words.

Note the time you need to complete the article. Use a clock or watch with a second hand and note starting and finishing time. Divide the number of seconds it took into 1050 (number of words), and multiply by 60. This will give you your present reading speed.

Compare the reading speed with your initial score. If you have learned and used the suggestions in this series of articles, you should have improved your reading speed and comprehension considerably.

Remember that you are trying to replace heading habits firmly established since childhood.

You can apply these new techniques and practice them while doing your regular work. In this way your reading skills will continue to improve as you convert these techniques into habits.

Your reading load will become lighter and easier to handle, and the benefits of this high gear reading will be measured in both greater efficiency and greater personal satisfaction. ■

A 64-page do-it-yourself book, which tells you the how, what and why of reading improvement with self gauge to determine your reading rate, is available for \$2 from Developmental Research Institute (an affiliate of The Reading Laboratory, Inc.), Order Department, 500 Fifth Ave., New York 36.

WHY PEOPLE DON'T UNDERSTAND YOU—

Six guides to help you "get across"

How many times have subordinates completely misinterpreted your instructions? Chances are it's happened more times than you'd care to admit. It's an easy problem to overcome. These six guides will help you shorten, sharpen and focus your messages—and give you ways to make sure people understand what you have said.

by John D. Arnold
Polaroid Corp.

If you tell a man something that *you* want him to understand, the odds are nine to one he won't fully understand you.

But talk to him with consideration for what *he* wants to hear and he will understand you.

For example, which of these hypothetical managers would you say is more likely to get results?

The one who says, "George, I've got a project here that has to be wrapped up by Friday. See what you can find for me in relation to actual sales and forecasted sales during the last eight months."

Or the one who says, "George, we've got to make a decision on the Royal project by Friday. Here's a chance for you to learn about some of the factors that enter into such a decision and at the same time, provide vital information. Will you get a comparison of actual sales and forecasted sales for the last eight months? Give me a buzz if you run into any problems. Otherwise, let's get together Thursday morning.

It's obvious that manager number two is going to get better results.

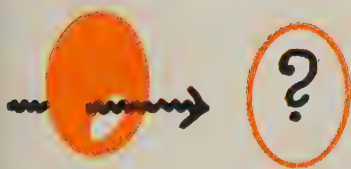
Experience shows that one key to effective communication is to appeal to the listener's interests . . . his abilities . . . his ambitions . . . his self-confidence.

THE PROBLEM

You've probably puzzled over this question at the end of a conference: *How can I be sure I've communicated effectively before this person leaves my office?*

The common techniques of checking—such as asking the person if he has any questions (he usually doesn't) or to repeat what you have said (guaranteed to injure feelings)—indicate little about how well the listener understands.

Too often, the only way to check whether you've "gotten across" is to wait for results. This is undesirable, since unsatisfactory action (as the result of faulty communication) can prove embarrassing, costly, even harmful. Correcting the mis-



understanding is time consuming and difficult.

The solution, of course, is to make yourself completely understood right at the start.

Your relationship with others (how you feel towards them and how they feel towards you) underlies and helps determine how well you communicate. Used according to the particular relationship, these six simple guides can greatly sharpen your ability to "get across." They'll seem obvious when you read them but if you are frank with yourself, you'll probably admit you seldom follow them all.

- Think before you talk.
- Consider what the listener wants to hear.
- "Test run" important messages.
- Use focus words.
- Make communications two way.
- Create a followup.

Now, examine these six guides in the light of improving your "understandability."

GUIDE NUMBER ONE: THINK BEFORE YOU TALK

- Some managers are so intent on "getting the job done" that they press a buzzer for someone *before* they think. They're talking before they evaluate the situation. Not



**About
the
author**

John D. Arnold is administrator of individual training and development for the Polaroid Corp. He identifies training and development problems, then creates training packages to resolve them.

A graduate of Harvard, he has worked in production supervision for a small slipper firm, been a manufacturer's rep, and has established and successfully managed three sales organizations.

At present, he conducts a special 40-hour seminar, *Practical Communications*, which he developed for Polaroid managers, engineers and staff personnel. Arnold is also a member of the faculty of University College of Northeastern University, and a training and communications consultant for several small businesses in Boston.

having crystallized what they really want to say, they often confuse the listener.

There's also the danger of delivering a snap judgment which may later prove unsound.

For example, the sales minded president of a tannery noticed that shipments of skins were not meeting sales quotas. Excitedly, he called his assistant, who became convinced that his boss wanted skins shipped as quickly as possible.

Several operations were curtailed so that skins could be processed more rapidly. Shipments met quotas for a few weeks—until customers began complaining that the leather was cracking and peeling. Result of this hasty communication: a high percentage of skins returned, and several major customers cancelled future orders.

Experience shows you'll be a better communicator if you ask yourself these four short questions *before* you hit the panic button or dictate a memo.

1. Why do I want to say anything?

Is a change about to take place? Has a conflict arisen? Must a job be done right away? Is a problem developing? These questions will help you consider the available facts, and the judgment of the man selected to receive the message—factors that determine what you say and how you say it.

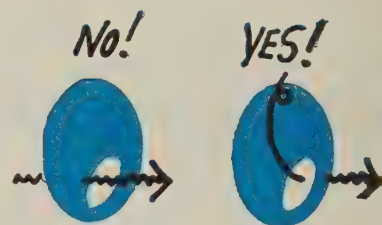
2. What do I wish to make known, and what do I want to say about it?

Pinpoint the nature of the subject or problem at hand. It will help you zero in on a solution. The sharper the focus of what you say, the greater your chances are of expressing yourself clearly.

3. What objective do I hope to accomplish?

Do you want to report on a situation, obtain information, change an attitude, or initiate action? Nailing down your objective will help you decide what viewpoint to adopt, what points to emphasize and how to order your remarks.

If there is more than one objective, identify your most important goal and adapt your approach to accomplish it.



THINK BEFORE YOU TALK

At this point, many managers would start talking. For reasons they do not understand—especially if they have asked themselves the above questions—their presentation fails. Proper information is not obtained, situations deteriorate, attitudes remain the same or stiffen, desired action does not result.

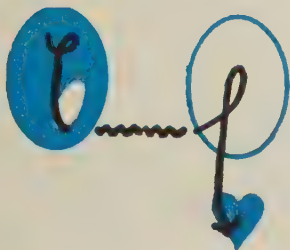
The reason: the manager has not considered the listener. He has not asked himself:

4. What do I know about the person with whom I am about to converse, and what is the nature of our relationship?

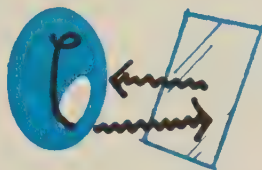
Consider these factors:

- Does the listener feel equal to or inferior to you?
- Does he feel that you are interested in him and his ideas—or does he feel you are getting in his way?
- Does he feel he can discuss objectively with you his questions, reservations or disagreements? Or does he feel threatened by you so that he agrees despite what he may think?
- What about his familiarity with the subject: informed, uninformed, or misinformed?
- What is his attitude? Is he favorably disposed, hostile or indifferent to the subject?

An honest appraisal of these areas will help you structure your conversation so that you can lay a foundation of confidence, appreciation and productivity.



CONSIDER THE LISTENER



TEST RUN YOUR TALK



MAKE IT TWO WAY

GUIDE NUMBER TWO: WHAT LISTENERS WANT TO HEAR

■ Anyone listens and comprehends best when he hears what he wants to hear.

That's why it is important to communicate in a way that takes account of the listener's feelings and aspirations.

However, some managers lack the sensitivity or know-how to provide proper motivation. When discussing a project, their underlying attitude often signifies to the person that he'd better go ahead and do it—or else!

To show your interest in a man as an individual, rather than “just another guy,” try to learn what makes him “tick”: his interests, goals, fears, etc. Many managers look for a motivating element—something that is of intrinsic value and will also make the message meaningful for the listener. Here are some examples:

“This will be a real accomplishment for you, because . . .”

“This indicates our confidence in your ability to . . .”

“Your project should cut our costs by . . .”

“Our whole group will benefit from your work in . . .”

“This is an opportunity to broaden your knowledge of . . .”

“Your contribution will probably be just what we need to . . .”

Finding things that will motivate listeners is not always as easy as it

looks. Sometimes it takes a good deal of insight.

For example, the manager of a large paper box division was confronted with the problem of what to do with a production control manager. The man had many years of seniority, but he couldn't keep pace with improvements in his field. The man did have the reputation of being extremely good with people and had won the confidence and respect of his large staff.

The division manager discussed management of people with him, suggesting that he be relieved of much of his routine production control responsibilities so that he could enlarge his scope as a manager of people.

The production control manager welcomed the move, where he proved to be of far greater value to the company as well as finding the work infinitely more satisfying.

Discovering what the listener wants to hear and how he feels is difficult. Still, it is a necessary goal for the manager who wants to communicate effectively.

GUIDE NUMBER THREE: “TEST RUN” IMPORTANT MESSAGES

■ Certain situations can pose strong blocks to your efforts to “get through” to others.

An obvious one might occur when you are in doubt about how to express a proposal, assignment or correction.

Another block may result if your

emotions are aroused by an issue.

A third may come when you, being an expert on a given subject, have trouble seeing the subject from a listener's viewpoint.

At such times, it is a good idea to “test run” your message on a trusted associate or secretary qualified to role-play the intended listener. By telling you what your words sound like, this person can help you shape and funnel your thoughts into more concise and lucid terms.

Thus, when you've finished your conversation in the real situation, your listener is less apt to wonder, “What's all the fuss about?” or, “What's he driving at?”

For example, a unique case occurred when the personnel manager of a medium sized firm wanted to propose several policy changes to top management. The personnel manager had uncovered morale problems that had resulted in two top scientists leaving the firm.

Before offering his proposals, he tried out his talk on a project manager whose opinion he valued. This man felt that the proposals were valid, but that the manner in which they were presented might put management on the defensive. The personnel manager altered his presentation accordingly, and the proposals were approved.

GUIDE NUMBER FOUR: USE FOCUS WORDS

■ If you use focus or “pointer” words and phrases at key points in

continued on page 87

How to set up a college recruiting program that works!

Don't junk the idea of college recruiting just because some firms have found it expensive or unrewarding. These five case histories show where recruiting commonly breaks down. And these four yardsticks will help you set up a strong recruiting program to net the men you need.

by Dr. Siegfried M. Bernd,
*Vice President
James N. Farr Associates, Inc.
New York*



Some companies give up on college recruiting too soon—a few before they even start.

There's no question that college recruiting is expensive. There are endless cases of dissatisfied companies that haven't gotten the expected return from their investment.

On the other hand, many companies are highly satisfied with their recruiting programs.

The difference between a satisfied and dissatisfied firm lies in how college recruiting is handled.

How should recruiting be handled? Check your ideas against these yardsticks and cases—whether you now have a recruiting program or are considering one:

1 Are the right men members of your recruiting team?

Often the recruiters themselves cause a recruiting program to backfire. Here's why:

Some college recruiters have mistaken ideas about what college seniors want. What these recruiters think are prime attractions often aren't, according to studies our firm has made in the field.

For instance, many assume high salary and retirement benefits are strong attractions. In our complex society, these are no longer enough.

Consider this case.

A chemical company found one of its good chemists was interested in personnel. He had been an advisor to the recruiting team for several years. The company shifted him to personnel director.

This shift has been rewarding for him as well as for the company. He has developed considerable interest in learning the personnel aspects of his new job. This, combined with a ready understanding of what the technical man wants, has made him a highly effective recruiter.

Experience shows the most effective recruiting programs combine the efforts of an operating executive with those of a personnel man. The scientist or executive who screens recruits can often recognize the restless, creative mind. Because

he knows what appeals to his own personality, he has a good idea of what will appeal to the recruit.

2 Do your recruiters reflect your company?

The average college senior looks for certain things in a prospective employer. These can range from fringe benefits and working conditions to the intellectual caliber of the men in the company.

Frequently, the college senior can't phrase in words what he wants. His impressions of the company will be formed largely by what he thinks about the recruiter. That's why the personalities of the recruiters are important. These men convey a great deal of information through what they are, as well as through what they say.

Here's an example.

A staid manufacturing firm in New England had a problem. A number of top executives were soon retiring. The firm embarked on a crash recruiting program.

A college recruiter with an excellent reputation was hired. His success in a driving competitive industry was largely due to his own dynamic, energetic temperament. The college seniors he attracted, and hired, were similar personalities.

Soon afterwards, these new men found the staid environment unsatisfying and restrictive. The company lost several of them, because they had been attracted by the recruiter's image rather than the company's image.

It may be difficult to match the recruiters' personalities with the company personality. It requires that the corporate personality be thought out and defined. Since recruiters are representatives of the firm, in the college senior's eyes they are the firm. The characteristics they reflect, or project, cannot be left to chance.

Failure to present a reasonably realistic company personality will fail to attract men who "fit" the company. It may attract men who don't.

3 Is your followup training program effective?

Recruiting programs are necessarily tied to training and development programs.

You'll lose the value of a systematic recruiting program if recruits are thrown into the mill without any planned effort to develop their potential and provide opportunities for growth.

Here's a case in point.

A food company developed an excellent recruiting program as a source for executive material. There were ample opportunities created by retirement and turnover at top levels. However, many promising young executives left the company before these positions became available. Here's why.

The training program consisted of a "planned" rotation through departments and assignments in several plants. The planning applied only to the time schedule, however. After a certain time in one spot, trainees were turned over to other middle line executives who had no real interest in their ideas or development. These executives had not been told how to deal with the intruding trainee.

The trainees had no outlet for



About the author

Dr. Siegfried M. Bernd is vice president of James N. Farr Associates, Inc., New York, psychological consultant to management. Part of his job is to assist companies in executive selection and assessment. He also works on executive counseling and the improvement of management techniques.

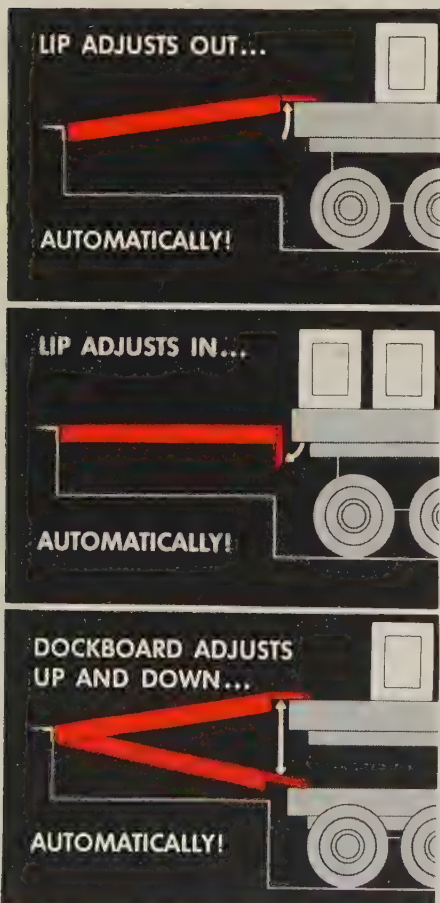
Dr. Bernd holds an M.A. in social psychology from Columbia and a Ph.D. in clinical psychology from New York University. Before returning to complete his doctorate, he worked in personnel management. He is an experienced clinician and psychotherapist.

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discussing their impressions of the company or for presenting ideas.

Fortunately, top management re-evaluated its program and initiated more formal training programs that tied in with the highly effective recruitment program.

It isn't enough that opportunities are available in a company. With high potential recruits, it is necessary to train them for—and expose them to—the opportunities.

4 What are the real needs of your company?

Your recruiters may be hiring the wrong men. It often happens.

Recruiters tend to compete for the top students available. They forget to look for the quality of men for whom the company has appropriate openings.

Here are two examples.

A small, family-owned mill recruited several high potential college seniors for future department head and vice presidential posts. Active control of the company remained in the hands of the family. The recruits, after assignments to middle management positions, saw they had little chance of rising to top positions in competition with young men of the family. Dissatisfaction was inevitable.

The company would have saved trouble if it had recruited competent, but less driving men—the kind appropriate to its real needs.

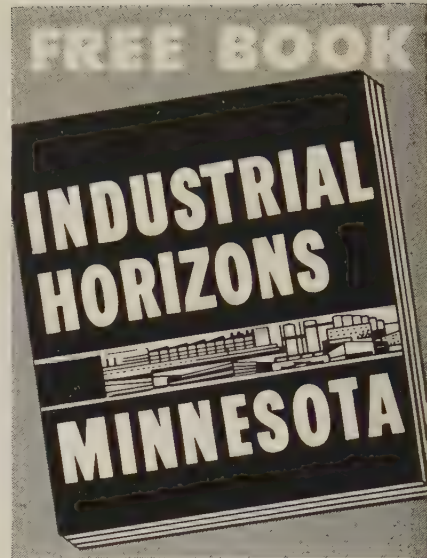
A nationwide research firm recruited engineers and physicists with the lure of basic research that would give brilliant scientists freedom to follow their own ideas.

However, most of the company's research needs came in more practical, problem-oriented development and research areas. There was little room for basic, original research. The men who came in were soon disappointed and dissatisfied.

The point is, don't always try for the best men. Determine your needs, then make sure the program is designed to capture the right man.

Companies that overestimate the quality they need usually get the wrong people. It's a costly misunderstanding.

Honest attention to four areas—recruiters, the personality they project, training for recruits, real personnel needs—can tighten up a sagging recruitment program. ■



Just Flip the Pages

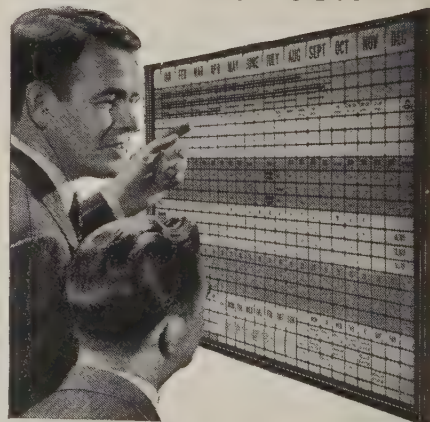
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COIN	32	50
CHECKS		
1	19	50
2	20	00
3	32	45
4	16	05
5	13	00
6	42	50
7	25	50
8	16	25
9	43	80
10	27	75
11	16	00
12		
13		
14		
TOTAL	305	30

FOR DEPOSIT TO THE CREDIT OF

LAYNE, INC.
(PRINT NAME)
BALTIMORE, MD.

ORIGINAL _____ 19____

"Thank you for banking with us"

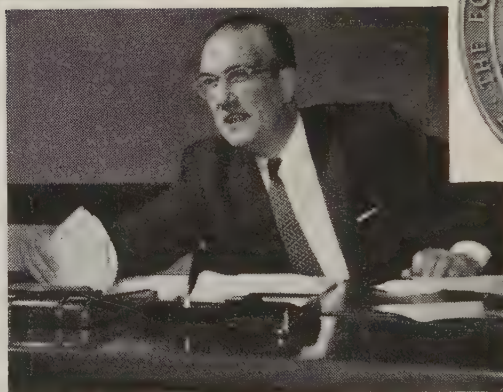
THE EQUITABLE TRUST COMPANY
BALTIMORE, MD.
SPECIAL CHECKING ACCOUNT

Date April 5, 1960
DEPOSITED TO THE CREDIT OF
WILLIAM JACKSON
PLEASE PRINT NAME
600 NORTH HOWARD
ADDRESS
BALTIMORE, MD.

ACCOUNT NUMBER
7-18386-5

LIST CHECKS SEPARATELY SHOWING BANK NUMBER OR PLACE OF PAYMENT

	DOLLARS	CENTS
CASH	20	—
CHECKS	120	—
	46	50
TOTAL	186	50



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—THE EQUITABLE TRUST COMPANY, BALTIMORE, MD.

"NCR Paper (No Carbon Required) enables us to provide our customers with deposit forms that are much cleaner and easier to use. We no longer have any complaints of smudged or smeared forms, which was often the case when we provided forms with carbons.

"Moreover, we get better cooperation from our customers in the use of pre-numbered deposit forms printed on NCR Paper. Customers seem more willing

to carry the forms because they know the forms will not smudge or smear. The increased use of these deposit forms has enabled us to provide faster and more efficient service for our depositors.

"We estimate that the many advantages of NCR Paper save us its entire cost every year through time saved and increased record-keeping efficiency."

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Vice President, The Equitable Trust Company

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ELIMINATES
CARBON PAPER**

(Circle number 133 for more information)



Manager asks expert

by Dr. Robert N. McMurry

HOW CAN YOU GET PEOPLE TO WORK FASTER?

Question: I'm surrounded by a group of slow workers. I have asked them to get their reports and other data in to me faster, but it doesn't work. Their work is very good—when it comes in. But I'm spending about half my time trying to get their work done quickly. How can I get them to speed up on their own?

Answer: The first thing you'll have to do is to make up your mind what you want. Do you really care enough about getting the work in faster to make a real stink about it? Would you be willing to fire the slowest worker to prove your point? If so, go to it. The others should be well shaken out of their doldrums.

Or do you really value the quality of each person's work so much

Got a personnel PROBLEM?

Send it for treatment (your anonymity preserved, of course) to:

Manager asks expert,
c/o Management Methods,
22 W. Putnam Ave.,
Greenwich, Conn.

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EXCEPT New York at this phone number... **NEW YORK**, Phone YU 6-1830



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WRITE: Jules W. Lederer, Pres.
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(Circle number 142 for more information)

DON'T GET TRAPPED



that you can't imagine getting along without him? If that's the case, you are fighting a losing battle. Your employees will sense that, while you may blow hard about the problem, you're really not going to do anything about it. Save your breath in that case and use your extra time to carry some of the workload yourself.

Any executive who is spending half his time jacking up his people can't be doing a full-size job on his own—so either you don't have a full-size job to do, or else you're not filling those shoes under your desk. Regardless of which description hits the nail on the head, you can certainly make a greater contribution to the company by rolling up your own sleeves and getting to work. Example is better than precept. And how much of the slowness is due to your interference? Half your time spent yakking to the men must mean a good part of their time is wasted in listening to you.

HOW CAN YOU HANDLE OFFICE SHIFTS DIPLOMATICALLY?

Question: Personnel additions have forced us to rearrange our office layout. We've got a design that I think will work, but it creates two touchy problems.

Right now, our ad manager has a corner office with two windows. In the new arrangement, he will have to occupy an office in the middle of the building with only one window. Because of the prestige connoted by the "one window, two window" business, I don't think he's going to like this shift very much.

The second problem is one of our technical engineers. Now he's in a fairly private area, with few distractions and little noise. However, his new location will be in a large room divided only by 4½ foot partitions. It will be noisier and there will be more people around. He won't like the shift either. How can I break the news to both these men, and not risk the danger of offending them or hurting their morale?

Answer: "One window, two window" is only part of the whole status symbol business. Look around your office and you'll spot many other interesting differences

BAIT: Many areas talk *only* about their *state* taxes applicable to industry.

TRAP: But what about *local* taxes?

AVOID THIS TRAP! In selecting a plant location, get the *total* tax story. We'll gladly furnish *complete* information on both *state* and *local* taxes applicable to industry in WESTern PENNSylvania.



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Yes, I'd like details about WESTern PENNSylvania's *favorable tax climate*—state and local—for industry.

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(Circle number 152 for more information)

carpet vs. rug; big desk vs. smaller desk; new or antique desk vs. interminately aged desk; separate secretary's office vs. secretary outside the door; two telephones vs. one; nearer vs. farther from the president's office; and so on *ad infinitum*. Perhaps it will be possible to give your advertising manager and stop calling him your "ad manager"! enough of these other symbols of improved status to offset the loss of the corner office—particularly if no one of equal or lower status gets it in his stead. If all else seems doomed to failure try a new one—especially vice president, if at all possible.

Your technical engineer poses more of a problem. Perhaps you can handle it on the basis of "need—give him more in the main stream of things where he can keep a better eye and ear out for what some of the junior men are doing," but I think a raise will definitely be needed to reassure him and you may also need a new word like "senior" or "chief" in his title.

Many people pooh-pooh all these status considerations as a bunch of childish nonsense. They sometimes seem so, but they are often vitally important to the executives concerned. Congratulations on having the awareness to consider your executives before re-arranging your office layout.

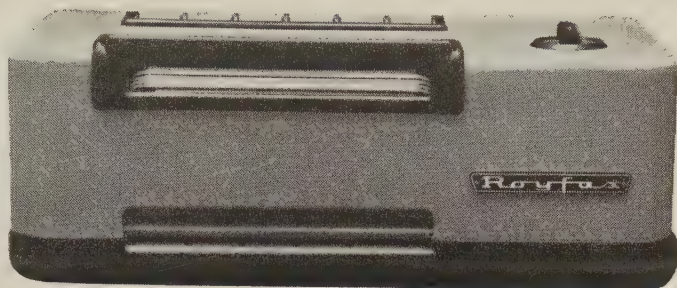
With a little ingenuity you can accomplish what you want without *intentionally* throwing anyone into a panic. But by the same token, you can *deliberately* manipulate status symbols to ease someone out and undercut his position. I shall leave it to you to judge what your motives in this present situation are. ■



About the author

Robert N. McMurry is a management consultant and psychologist with 25 years of experience in solving business problems concerning people. His new book, *McMurry's Management Clinic* (Simon and Schuster, 1960, \$9.95), contains solutions to scores of common "people problems."

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(Circle number 146 for more information)

Why bother with employee feeding?

Employee cafeterias are profit builders. Nine out of 10 cases show that in-building food facilities boost efficiency and morale and cut down on absenteeism. From simple vending machines to elaborate company restaurants, this article tells you what is available and how much it costs.

by C. W. Robbins
Executive Vice President
Straus-Duparquet, Inc., New York

— You can increase profits and cut costs with an employee dining room.

If that sounds farfetched to you, consider these actual reports from firms that have employee eating areas.

"Absenteeism dropped . . ."

"Worker efficiency . . . went up"

"Job hopping halved . . ."

". . . morale shot up."

"Recruiting . . . is easier."

Here's another advantage of on-premises feeding facilities. Since employees don't leave the building, some firms have been able to cancel the lunch hour—and shorten the working day. Aside from its obvious appeal, a shorter working day means employees miss rush hour crowds.

Some companies are forced to set up feeding operations. There may be no adequate facilities nearby. The plant may work odd hours when restaurants are closed. Neighborhood restaurants may not be able to handle all the employees. Or prices may be too steep for employee pocketbooks.

Whatever your reasons, if you want to organize employee feeding



**About
the
author**

C. W. Robbins is executive vice president of Straus-Duparquet, Inc., New York. The firm is one of the country's oldest designers, manufacturers and installers of institutional food service facilities.

An engineering graduate of the University of Michigan, Robbins joined Straus-Duparquet in 1947, and became executive vice president in 1958. He has personally engineered many of the country's best known in-plant office buildings and institutional feeding facilities.

facilities, here are several areas well worth your consideration.

What sort of operation?

The first question to ask is: "What kind of food operation do we want?"

All kinds and sizes are available.

Vending machines might be perfect—perhaps the kind that dispense hot soup, sandwiches, beverages, candy bars and cookies.

On the other hand, you may want something as elaborate as the executive dining room and employee cafeteria at Guaranty Trust Co. of New York. These operations are comparable to any commercial cafeteria in the city.

Four things determine what kind of employee feeding setup will work best: number of employees, available space, purpose, and money.

Number of employees. A survey of employees, present and projected, can show you how many bring their lunches, how many go home and how many eat in nearby lunch rooms. An obvious question to ask is: "Would you change your present eating habits if an on-premise dining room were available?"

Available space. How much space have you available for a food operation? Cafeterias offering hot entrees naturally occupy more space than vending machines.

Also, cafeterias need room for cleanup jobs as well as ample space for food preparation. Vending machines are self-contained. They require no more cleanup area than wastebaskets for wrappers and disposable containers.

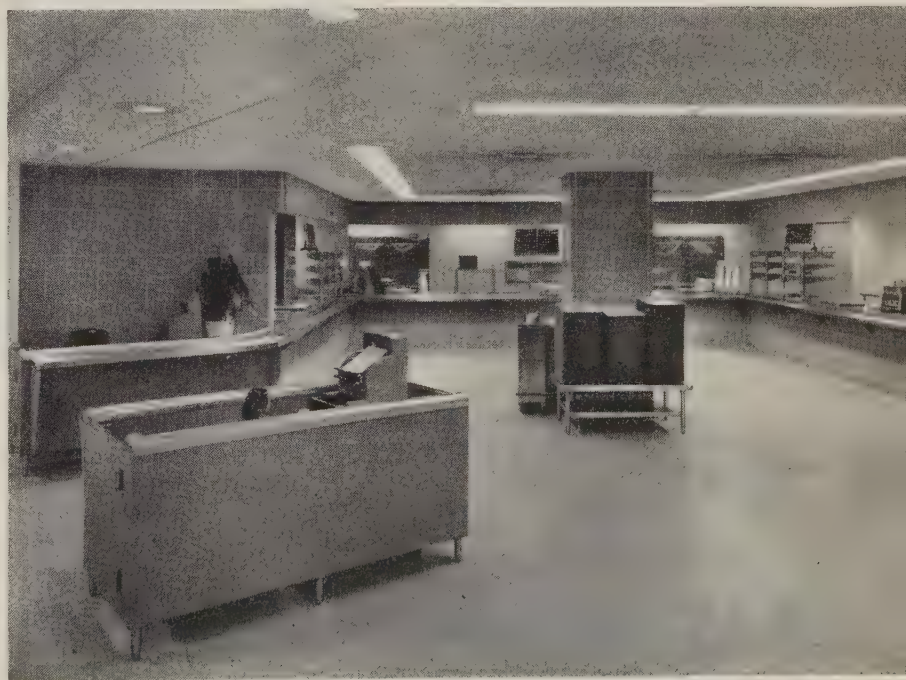
Consider this: a cafeteria big enough to serve and seat 500 people simultaneously requires about 7,500 square feet—5,000 for the cafeteria and 2,500 for the food preparation and cleanup areas. Of course, a smaller operation would work if the company staggered its lunch hours.

Purpose. What do you want in your feeding operation?

If there are no commercial eating



This efficient kitchen turns out food for 400 employees every noon at Schering Corp., Bloomfield, N. J. Says a spokesman: "The cafeteria helps us attract and hold employees. Moreover, we use the cafeteria for seminars, employee social groups and our annual stockholders meeting."



The roomy cafeteria line at National Biscuit Co.'s New York offices eliminates overcrowding. "Our cafeteria is a real asset. Since we supply restaurants with packaged cookies and crackers, our cafeteria is useful in researching and testing our own products," says a company spokesman.

"National Defense must not wait

so we use Delta Air Freight"



Convair, Ft. Worth, Texas, uses Delta Air Freight to help meet production deadlines and testing schedules for the B-58, America's first supersonic bomber.

"Every minute test planes are grounded, our national defense program is affected," says Sam Keith, Traffic Manager. "Delta Air Freight plays a vital part in the B-58 production and testing program, by reducing the transit time for high-priority material between our Ft. Worth plant and distant test sites."

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Delta operates all-cargo flights and in addition carries freight on every passenger flight, including Jets. All-Cargo flights serve Atlanta • Chicago • Charlotte • Dallas • Houston • Memphis • Miami • New York • New Orleans • Orlando • Philadelphia.



GENERAL OFFICES: ATLANTA AIRPORT, ATLANTA, GA.
(Circle number 166 for more information)



This trim, neat cafeteria at Combustion Engineering, Inc., Windsor, Conn. offers a full variety of entrees and desserts. It is almost a necessity for the company, since commercial eating facilities in the area are practically non-existent. Company employees eat well—and conveniently.



Some 1,600 meals a month come out of this efficient cafeteria at the Public Service Electric and Gas Co.'s Mercer Generating Station near Trenton, N.J. Although the cafeteria normally serves just one meal a day, five days a week, it stays open when the day crew works overtime. It is also open occasionally on Saturdays for employees who have to work.

places around, you'll probably want to offer a more elaborate menu than you would if your employees had access to good outside restaurants.

Crowded conditions are a factor, too. The National Biscuit Co., New York, is within walking distance of

many of the world's finest restaurants. But prices are far beyond employee pocketbooks. The "on arms," "stand-ups" and medium-priced restaurants in the area are crowded to capacity. That's why Nabisco installed its own cafeteria

in its mid-Manhattan office building, despite many nearby eateries.

Money. Probably the biggest determinant is the amount of money you're prepared to invest in a food service. So, the next question is: "What do food operations cost?"

Cost

It's somewhat of a vicious circle. Cost is determined by the type of setup you want.

Here are the four kinds of food services, plus their relative costs.

Vending machines. This is the simplest service. It can be installed at no cost. A concessionaire services and operates the machines. Management has no responsibility for the operation. All the company provides is space for the machines, and tables and chairs for employees. Cost: about \$30 per employee for chairs, tables, utensils, glasses, etc.

However, vending machines offer little variety of menu. Usually, they are classed as hardly more than a "snack" operation.

Caterers. Another inexpensive way to set up a food service facility is to contract with a caterer. These firms, such as General Bronze, Mineola, N. Y., and Fein's Tin Can, Brooklyn, N. Y., prepare food outside the plant and bring it to the company in insulated containers. Cost is similar to the first method: about \$30 per employee.

One drawback to this system is that management has little or no control over the quality of food, service or prices. Experience shows that beefs from disgruntled employees are inevitably directed at the company, not the caterer.

Leased kitchens. A third alternative is to install a kitchen but to lease it to a caterer. In most of these cases, management maintains control of the operation. (At present, about 75% of all company cafeterias are managed by such restaurant specialists, and the number is increasing.)

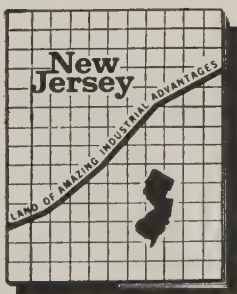
Company operation. You may choose to install and manage your own kitchen operation. Austin-Nichols, Queens, N. Y., a medium sized firm with 250 employees, has operated its kitchen and cafeteria successfully for three years. Big companies manage their own operations, too. National Biscuit Co., New York, Prudential Insurance

NEW JERSEY OFFERS MARKET DENSITY



New Jersey has the highest density of population in the nation. It is the "bridge" between New York and Philadelphia. Industries locating in New Jersey are in the distribution center of the eastern seaboard, with 1/3 of the nation's population within overnight shipping distance.

Paradoxically, although New Jersey is in the center of the world's largest and richest market, 65% of the state's acreage is in forest or farm. You can be in the center of trading activity and still enjoy quiet living with unparalleled recreational, cultural and educational opportunities.



If you are "in the market" to explore the most advantageous location for your business get all the facts about New Jersey. Write in confidence for your free copy of our new book, "New Jersey, Land of Amazing Industrial Advantages". Write to Box A, Public Service Electric and Gas Company, 84 Park Place, Newark 1, New Jersey.

**PUBLIC SERVICE
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Serving New Jersey  *Where Industry Succeeds*

(Circle number 134 for more information)

Co., Newark, and J. P. Lorillard, Jersey City, are examples.

One watchword: a trained and experienced manager should be in charge of the cafeteria. If the responsibility is given to an executive with other duties and he knows nothing about cafeteria management, his job and the cafeteria are likely to suffer. The company can lose money on the operation. The food may be so poor that employee morale is jolted, rather than lifted.

What does a kitchen cost? A stainless steel kitchen serving from 100 to 200 people runs about \$20,000 at a minimum. This does not include cafeteria equipment—trays, chairs, tables, supplies and decoration—which average about \$25 per employee for a 100-to-200 person facility.

Average cost of the china, glass, silver and utensils runs about \$5 per employee per year.

Experts recommend stainless steel kitchens for their easy maintenance, high sanitary standards and durability. Although the initial cost

is higher than Formica or galvanized iron, stainless steel will last twice as long. How long? Conservative estimates say it will last at least 20 years without major repairs or maintenance.

Where to get help

If you decide to install kitchen facilities, consult an experienced kitchen designer-engineer. He can save you time, money and headaches. Here are some national organizations that can furnish names of qualified kitchen designer-engineers: Food Facilities Engineering Society, 11259 West Olympic Blvd., Los Angeles 64; International Society of Food Service Consultants, c/o Dr. Donald Lundberg, Secretary, Department of Hotel and Restaurant Management, Florida State University, Tallahassee; and National Association of Food Equipment Manufacturers, c/o Gilbert J. Meredith, 714 Pine St., Roselle Park, N. J.

Even architects who design today's office buildings rely on these consultants completely in designing

cafeteria facilities for the new buildings.

There are two kinds of kitchen consultants.

One is a designer-engineer affiliated with one of the major institutional equipment manufacturing and supply firms. Such firms usually charge a consulting fee for plans, specifications and followup. This fee is refunded when the firm receives the installation contract.

The second type of designer charges a flat fee for his plans and specifications. He does not handle installations.

Some companies start food services to employees in a small way, usually with vending machines and tables and chairs. Many, such as Leisure Lads, Inc., Salisbury, N. C., have found on-premises feeding so popular that they have expanded to a full scale operation.

Employees, like armies, live on their stomachs. Case after case proves that a well run employee food service earns its keep in increased productivity and better employee relations. ■

Would you believe it? *This table folds!*

Introducing the first folding table to combine slim leg styling with dependable structural rigidity—the new HOWE “500”.

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1. **Unique construction** eliminates visible leg braces.
2. A 3" deep, flat black, baked enamel “apron” runs the table's full length and across the ends.

3. **Handsome Formica top and edge** create an air of quiet elegance.

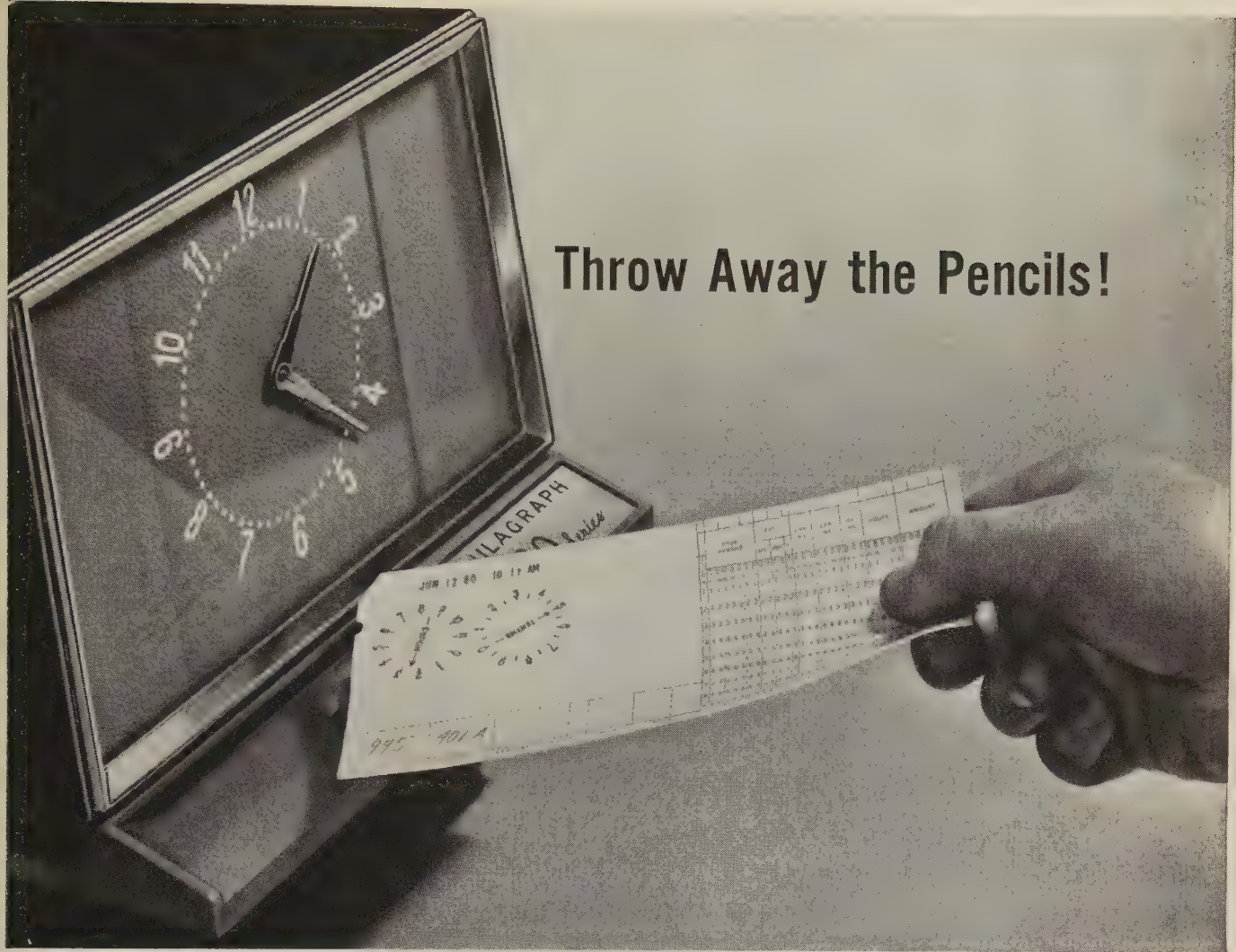
4. **Legs are finished in a choice of satin chrome or flat black, baked enamel.**

Good looking, the new HOWE “500” is also structurally sound. Legs are 1 1/8" square, welded steel tubing. Each leg has its own lock; all locks operate from a single lever at the table's center. Magnets secure legs in the folded position.

HOWE FOLDING FURNITURE, INC.
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The 500 Series dovetails easily with any internal data processing system or outside service center. In smaller systems where the volume does not justify the use of machine accounting, this new computing time recorder can be a system in itself.

Investigate this new 500 Series now. Write or call for more details and, if possible, send us samples of your job cards for analysis.

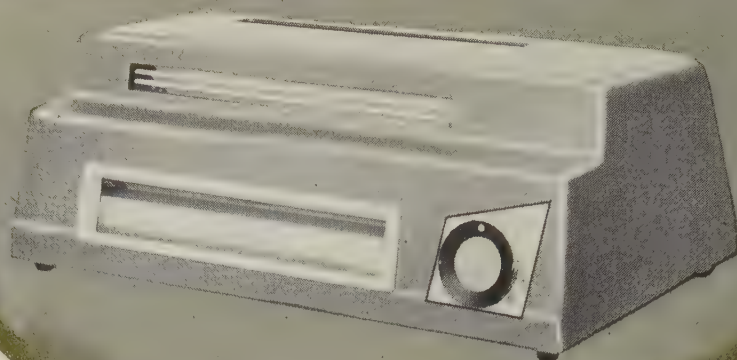
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(Circle number 140 for more information)



Better ways to run a business

Here's a way to

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When the card is opened, a facsimile of the new headquarters pops up. The building rises from the street—represented by a wide diagonal line printed across the card. The new address is prominently marked.

President Roy Desjardins says the three dimensional card caused much comment and established the new location in the minds of customers and prospects.

The same pop-up idea could be used to get attention and graphic remembrance for a product.

Here's a way to

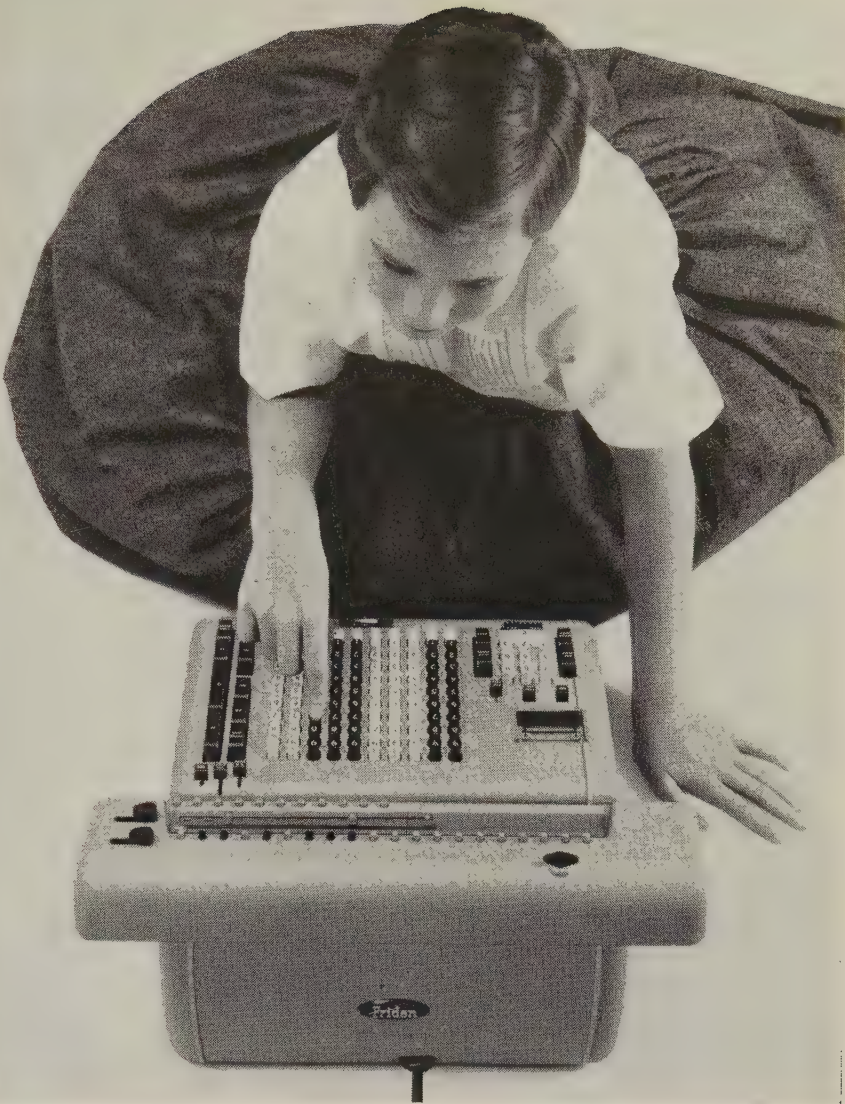
TIE IN SAFETY WITH THE SEASON

Many firms latch on to the weather for seasonal safety themes. For instance, whatever the weather, Ansco Division, General Aniline & Film Corp. uses its vagaries to remind employees to take extra care.

A huge weather board forecasts weather a full five days ahead—as predicted by the local weather station at the Binghamton, N.Y. airport.

Safety posters along side it urge careful driving during rainy, icy or foggy periods. Accident prevention reminders keep in tune with the forecasts and activities of the specific season.

Right now, Ansco is reminding workers to wear rubbers during



Child's play

Any person who knows basic arithmetic—even a school child—can quickly master the operation of the Friden calculator. The reason? Unlike other machines, the Friden has a *separate multiplier keyboard*. One number goes on the main keyboard, the other on the multiplier keyboard. A control key is touched, the answer appears.

Because this exclusive system *duplicates the natural method of solving arithmetic problems*, operators learn the machine more quickly, operate it more rapidly, make fewer errors.

The multiplier keyboard is just one unique feature of the Friden. Actually, it performs more figurework steps without operator decisions than any other calculator. (The Friden is aptly called, "The Thinking Machine of American Business.") Your local Friden Man will gladly demonstrate. Or write: Friden, Inc., San Leandro, Calif.

THIS IS PRACTIMATION: automation so hand-in-hand with practicality there can be no other word for it.

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Friden

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(Circle number 113 for more information)

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Find your COSCO Office Furniture dealer in yellow pages of phone book, or attach coupon to your letterhead.

HAMILTON COSCO, INC., Dept. MM-31, Columbus, Indiana

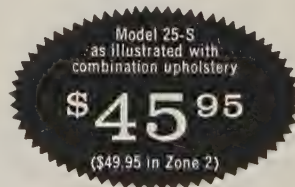
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Model 27-LA
Conference
Arm Chair
\$39.95*
(\$43.95 in Zone 2)

Model 28-TA
Executive Chair
\$59.95*
(\$63.95 in Zone 2)



*Models 27-LA and 28-TA are priced with all-Naughayde upholstery, Zone 2: Texas and 11 western states.

(Circle number 117 for more information)

rain and snow storms to help ward off colds.

At the Columbus plant of North American Aviation, a different safety note is played up each month on posters and in the house organ. In January, falls and hazards of ice were spotlighted. During February, eye protection was headlined—and so on through the year.

Harping on accidents prevalent at a particular time of the year makes good sense. Your employees will pay more attention to in-season safety themes. In turn, the total number of actual accidents—on and off the job—is likely to take a nose-dive.

Here's a way to

LET THE POST OFFICE PROVE PRODUCT TOUGHNESS

If you want to prove the durability of your product, you might take a cue from the Nylon Products Co., and let it travel unprotected through the mails.

To introduce a new line of plastic tumblers, this Pawtucket, R. I. firm decided to mail samples to institutional purchasing agents throughout the country. Instead of packaging them in the normal way, it simply enclosed them in an ordinary cotton draw-string bag.

An accompanying letter, signed by General Manager J. S. Stevens, said: "These milk white tumblers have traveled to your hands unpackaged, unprotected, to bring forcibly to you their great durability." Instructions on how to order the tumblers were enclosed.

Response was immediate and satisfying, says President Stanford Stevens. A dozen orders from state institutions were received in the return mail. More than 25% of the purchasing agents phoned or wrote for more information.

Despite the fact that the institutional market is a conservative one, this is a mighty healthy response, President Stevens added.

Here's a way to

FLAG PRODUCTION PARTS WITH FLASH IDENTITY CARDS

Ordinary numbered tags usually do an inadequate job of signaling quick identification of parts.

This was true at Florida Steel Corp. They used metal tags that re-

quired close-up inspection for number verification. Identification and separation was time consuming—with a big chance for mix-ups.

Then the production chief decided to resolve the problem by using "flash" identity tags. These tags, with brilliantly contrasting colors, are readily recognized at a glance, even at a distance.

Twelve different colors signal the product group. In turn, four distinctive designs identify the stage of various jobs as they progress through the plant. The combination of easily recognized color and point-of-production symbol has stepped up smooth production flow.

All six Florida reinforcing steel fabricating shops report improvement in operating efficiency.

For information on color coded tags, write the American Tag Co., 151 Cortlandt St., Belleville 9, N. J.

Here's a way to

SAVE COSTLY FLOOR SPACE WITH MOBILE FILES

Filing shelves that move on tracks created a 50% storage space bonus for The Bank of New York.

Accumulation of securities had outgrown the 2,460 linear feet of storage space provided by stationary rows of shelves in the 1,260 square foot vault.

To expand its capacity, this Wall Street bank turned to a filing method which eliminates two out of every three aisles needed for access to conventional fixed shelves.

This spacesaving feat was accomplished by mounting standard steel shelving in pairs, back to back on four-wheel mobile bases. These "dollies" can be pushed along tracks attached to the floor.

This movable arrangement thus needs only one aisle for each six rows. Cutting down on aisle space adds about 1,200 linear feet of easily accessible storage space. Further, the same number of clerks can handle the increased volume.

Cost of the new filing system was about \$6 a linear foot, as compared with \$10 a foot for the former fixed custom-made shelving. Because vault space is expensive space, the entire cost of this conversion was amortized in a very short time.

For more data on this Dolin mobile storage system, circle number 218 on the Reader Service Card.

Join with others who have discovered the advantages of locating in this planned industrial district at Columbia, South Carolina

Save time and money getting close to top southeastern markets. Build your plant or warehouse in this planned industrial district. Your neighbors will be General Electric, Tidewater Supply Co., Georgia Pacific Corp., Associated Distributors, Inc., F. H. Ross Co., Sunshine Biscuit Co., Palmetto Hardware and Supply Co., Palmetto Paper Co.

Advantages include:

- Prepared sites of 1/2 up to 20 acres (to car door and truck bed level)
- Paved streets
- Utilities adjacent each site
- Convenient rail facilities
- Quick access to downtown Columbia

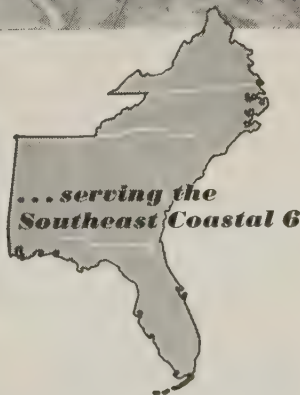
For details on this or other good sites in the Southeast Coastal 6, write, or call. Inquiries held confidential.

Direct inquiries to:

R. P. Jobb
Assistant Vice-President
Department M-31
Atlantic Coast Line Railroad
Jacksonville, Florida



**ATLANTIC
COAST LINE
RAILROAD**

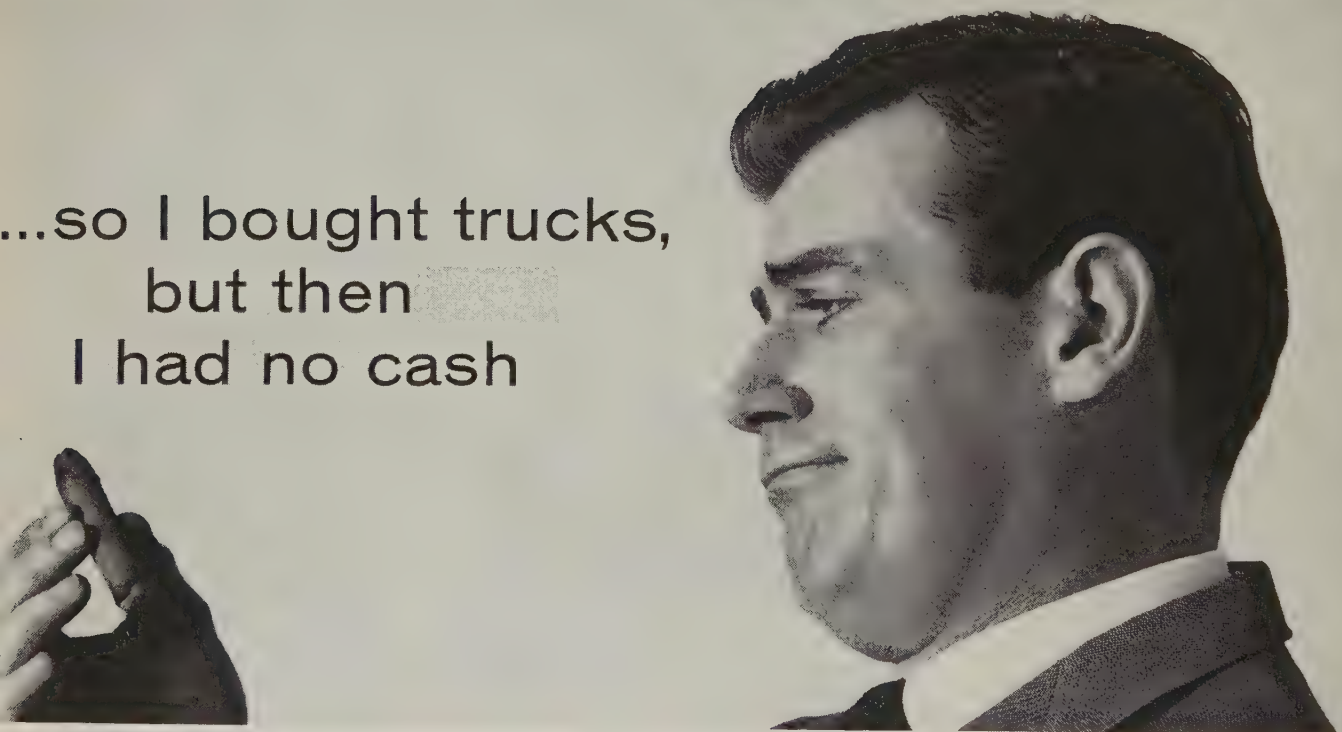


(Circle number 104 for more information)

once I had cash
but no trucks



...so I bought trucks,
but then
I had no cash



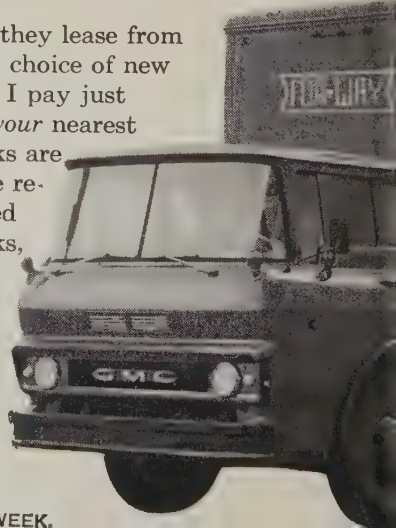
then Hertz showed me how to get both

Modern management has found a new way to get trucks *without* capital investment—they lease from Hertz! “I got cash for my old trucks” says one Hertz customer, “And I was given my choice of new GMC, Chevrolet, or other famous make trucks. Now instead of a lot of separate bills, I pay just one fixed amount per week—and that includes *everything* except the driver!” Talk to *your* nearest Hertz sales engineer. He will tell you how flexible Hertz Truck Lease Service is—trucks are custom-engineered, for example, to suit your business needs. Or, your own trucks can be re-conditioned and leased back to you. He’ll also explain how Hertz *services* trucks. Included are complete maintenance, gasoline, licensing, insurance, painting and lettering of trucks, garaging, emergency road service, extra trucks for peak periods, and ... Call your local Hertz Truck Lease office. Or, write for booklet—“How to Get Out Of The Truck Business”—to HERTZ TRUCK LEASE, 660 Madison Ave., New York 21, N.Y., Dept. D-3.

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Will this method lower your taxes?

If your corporation meets certain requirements, it need not pay any corporate taxes this year. The fact is that it may be able to file as a partnership. This article tells whether your firm is eligible to use this unique method—and indicates ways to get big dollar savings.

by **Richard O. Bertoli, C.P.A.**

■ If you can answer yes to these six questions, you can probably save your corporation thousands of tax dollars.

1. Does your company have 10 or fewer stockholders?
2. Is it a domestic corporation?
3. Is it unaffiliated with a corporate group which files a consolidated tax return?
4. Does it have just one class of stock outstanding?
5. Do all stockholders live in the United States?
6. Are all stockholders individuals, not corporations or trusts?
7. Is yours an operating company?

If your corporation meets these qualifications, it can file tax returns as a Subchapter S corporation; that is, a corporation taxed as a partnership.

Money saving benefits

If your company decides to file as a Subchapter S corporation, it can gain these money saving benefits:

Eliminate double taxation on corporate income. (Only each stockholder's income is taxed, not the income of the company.)

Reduce taxes by dividing income among family members, giving stock to children of shareholders.

Defer taxes on income by choosing to file on a fiscal year basis.

Apply corporate losses against personal income.

Apply personal losses against corporate income.

Eliminate double taxation resulting from disallowance of travel and entertainment expenses.

Eliminate the disallowance of excessive officer-stockholder salaries.

Eliminate the accumulated earnings tax.

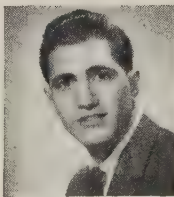
In 1958, Congress passed the Technical Amendments Act. Under this act, a corporation, with the consent of all its stockholders, can elect not to be taxed on its income.

The company can divide its income among the stockholders. They report their proportional share of the company's income on their personal tax returns. Thus the owners gain the benefit of limited liability while eliminating double taxation.

This can be an advantageous move, even if stockholders are in high tax brackets. Let's take the example of a stockholder in a 91% tax bracket, even though such a stockholder would be unlikely to use this method.

	Regular corporation	Subchapter S corporation
Corporate income	\$30,000	\$30,000
Corporate tax	10,100	—
Income available for dividend distribution .	\$19,900	\$30,000
Shareholder tax	18,109	27,300
Total tax	\$28,209	\$27,300

The stockholder in the regular corporation nets only \$1,791 (\$19,900 dividend minus \$18,109 tax). The



About the author

Richard O. Bertoli is senior partner of R. O. Bertoli and Company, accountants and auditors. He is a certified public accountant of New Jersey and the District of Columbia. He is also a member of the Institute of Certified Public Accountants and the American Management Association.

His articles have appeared in several trade publications and newspapers.

stockholder in the Subchapter S corporation nets \$2,700 (\$30,000 dividend minus \$27,300 tax).

If a 91% stockholder will save almost \$1,000 dollars under the Subchapter S method, how much would you save?

Some say, "Don't do it!"

Some consultants argue that companies that wish to accumulate earnings for future expansion should not elect to file as a Subchapter S corporation.

Others wholeheartedly disagree with this. They say you can gain the tax benefits by making the election and still accumulate capital. Simply distribute the earnings to stockholders and have them reinvest the amounts distributed by purchasing additional stock.

To determine whether to make the election, analyze carefully the tax status of your corporation and its stockholders as it is now and how it will be in the future.

The method offers a particular advantage to new corporations. They will probably lose money in their first few years. For tax purposes, these losses can be offset against the stockholders' salaries and outside income, and thus offset the effect of the loss.

A few examples

Let's look at several examples and compare the total tax of a regular corporation and an electing corporation.

These examples are based on the assumption that each corporation has three stockholders drawing sal-

aries of \$10,000 each; that all stockholders are married and are filing joint returns; that they have no other dependents or outside income. Examine the chart below.

After you have seen the savings available in the examples below, compute the amount you would save by analyzing your own tax position.

In fact, here's what our figures show: if a man's taxable income does not exceed \$170,000, then a saving is available.

Easier to split company income

Companies that file as Subchapter S corporation will find it easier to divide income among members of the family. Bona fide gifts of stock to family members will spread the corporate income into the lower tax brackets of the children of present stockholders. If the children are under 19 or are full-time students the dependency exemption is not lost.

Control taxable income

Here's another reason why filing as a Subchapter S corporation is of major importance. It gives companies the opportunity to control taxable income.

By adopting a fiscal year ending January 31, the shareholders can decide in December whether to distribute income in that year or wait until January and pay a tax in the following year. As much as 11 months tax can be deferred for a year with this method.

Congress passed the 1958 Technical Amendments Act to benefit qualifying corporations. It is up to you to accept or reject the benefits available. ■

EXAMPLE "A"

	Regular Corp.	Subchapter S Corp.
Corporate income	\$15,000	\$15,000
Stockholder salaries	30,000	30,000
Stockholder tax	4,908	8,880
Corporation tax	4,500	—
Current tax cost	\$ 9,408	\$ 8,880
Earnings taxable later ..	\$10,500	\$ —
Future tax @ 25%	2,625	—
Total tax cost	\$12,033	\$ 8,880

EXAMPLE "B"

	Regular Corp.	Subchapter S Corp.
Corporate income	\$30,000	\$30,000
Stockholder salaries	30,000	30,000
Stockholder tax	4,908	13,596
Corporation tax	10,100	—
Current tax cost	\$15,008	\$13,596
Earnings taxable later ..	\$19,900	—
Future tax @ 25%	4,975	—
Total tax cost	\$19,983	\$13,596

EXAMPLE "C"

	Regular Corp.	Subchapter S Corp.
Corporate income	\$60,000	\$60,000
Stockholder salaries	30,000	30,000
Stockholder tax	4,908	25,302
Corporation tax	31,200	—
Current tax cost	\$36,108	\$25,302
Earnings taxable later ..	\$28,800	—
Future tax @ 25%	7,200	—
Total tax cost	\$43,308	\$25,302

EXAMPLE "D"

	Regular Corp.	Subchapter S Corp.
Corporate income	\$120,000	\$120,000
Stockholder salaries	30,000	30,000
Stockholder tax	4,908	57,006
Corporation tax	56,900	—
Current tax cost	\$ 61,808	\$ 57,006
Earnings taxable later ...	\$ 63,100	—
Future tax @ 25%	15,775	—
Total tax cost	\$ 77,583	\$ 57,006

PRACTICAL CONTROL OF OFFICE COSTS

Listen to what they are saying about it:

"Recommended!"

The Wall Street Journal

"... the best and most practical book on the subject I have read."

C. F. Hogan, Treasurer, American Molasses Co., New York

"... provides information that any office administrator can use for effective control of his costs."

James Alexis, Controller, Beauty Counselors, Inc., Grosse Point, Mich.

"... extremely well written and, though easy to read, delves deep into its subject ... the book constitutes a major contribution to the work measurement and cost control field ..."

The Management Review, published by American Management Association

■ HERE IS A LOW-COST, highly effective approach to office cost control—an approach that is tested and proven. It works even if you have no more than five people doing repeat work in your office.

The book is written by the president of one of the world's most highly respected management consulting firms, H. B. Maynard, and two of his associates in the H. B. Maynard Co.

The Maynard approach to office cost control and reduction is based on a set of standard time values covering 95% of all office tasks—priceless data developed during years of painstaking work.

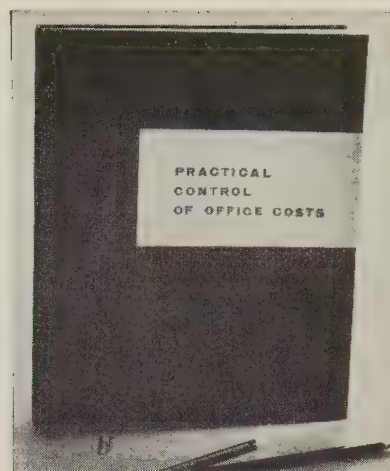
These time values, called Universal Office Controls, are published for the first time as part of *Practical Control of Office Costs*.

Equally important, the book spells out—in clearcut, step-by-step, easy to understand language—how to apply these controls with full employee cooperation. It tells how to break down the barriers that have caused today's tremendous differential between office and factory output.

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office
costs**

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By H. B. Maynard, William M. Aiken and J. F. Lewis

Just buying this book will *not* solve all your problems of office cost reduction. But if you apply with properly qualified personnel the program set forth in this book, you can definitely expect office performance to go up to as much as 80 to 100%. And the program itself costs no more than 1% of total office costs.

Practical Control of Office Costs helps you answer key questions like these:

How many people do we really need? When is overtime justified? Which new equipment can pay for itself? How long should it take to type a letter ... find a folder ... make a phone call ... total a column of figures?

Practical Control of Office Costs has been called one of the biggest contributions to management in the last decade. It contains 10 idea-packed chapters, 36 tables of standard time values in seven major categories of office work, 11 standard allowances for miscellaneous work, plus six helpful forms.

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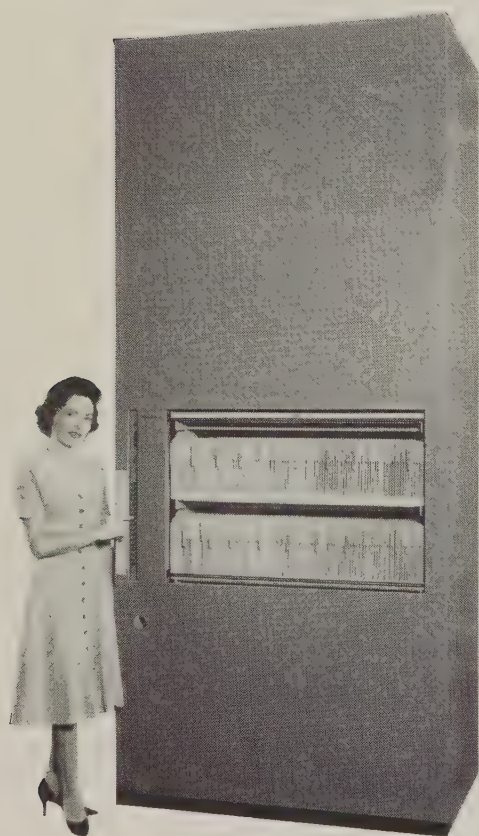
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POWER SHELF FILES!**

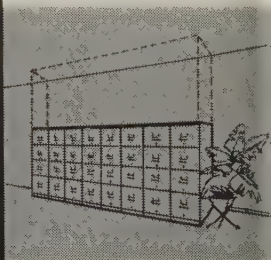


Today's high costs per square foot of office space dramatize the need for making most productive use of floor space you have. That's exactly what you can do with Diebold Power Shelf Filing. With a Diebold Power Shelf File, you can file the contents of seven 4-drawer files in 50% less floor space . . . can significantly boost filing efficiency at the same time, thanks to push-button operation!

Each shelf in the Power Shelf File has push-button control; a touch of the button brings required records to reference level swiftly, silently, electrically!

No bottom shelf to stoop for . . . no top shelf to stretch and strain for! Every shelf is brought to ideal working height!

You use the vertical dimension of your office space with Diebold Power Shelf File . . . you use all the spaces you're paying for and use it more efficiently!



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DIO-1539

(Circle number 171 for more information)



New products

FOR THE MANAGER AND HIS STAFF

EQUIPMENT FINANCING

New cashback lease plan boon to replacement program

National Equipment Rental, Ltd., has instituted a cashback leasing plan. Under this new arrangement, a company can lease any type of equipment and, at the same time, get cash for the trade-in value of its used equipment.

The financing method is expected to stimulate machine replacement programs since the plan can be undertaken with no cash outlay—in fact, with an actual increase in working capital realized through the sale of old equipment.

For a descriptive brief of this cashback lease plan, circle number 219 on the Reader Service Card.

RECORDKEEPING

Microfilm reader-printer recaptures even faded records

A new reader-printer that can produce an enlarged print from even the poorest source document under ordinary light has been developed by Documat, Inc.

It can be used to consult micro-



Document microfilm reader-printer needs no darkroom for operation.



How Machines Read This New Language

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4311829 . . . machines that can read . . . performing instantly and accurately tasks that take scores of persons weeks to accomplish! The scope and impact of their fantastic abilities on the world of business are just beginning.

In the field of banking, for example, modern electronic business equipment reads a special language of its own to sort, list and post checks automatically. The ability of the equipment to recognize these symbols depends upon the quality and strength of a unique magnetic ink used to form the image.

Columbia—long a leader in research and development of carbon papers, ribbons and duplicating supplies—has played a major role in the development of these magnetic inks. This scientific breakthrough is even more significant because it is the first in a field whose boundaries are yet unmeasured . . . a field in which Columbia is most capably equipped to pioneer.

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COLUMBIA RIBBON & CARBON PACIFIC, INC., DUARTE, CALIF.

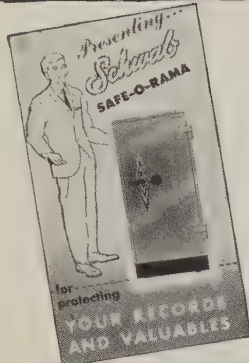
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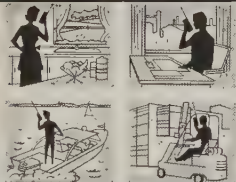
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MM-3



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(Circle number 114 for more information)

filmed records and reproduce enlargements simultaneously, and with no extra motions. It produces cut sheets, with no bother of tear off.

The Documat reader-printer makes positive prints from microfilm or vice versa. Both roll or unitized film may be read or printed.

Similar to a photocopier in operation, it can be used by anyone without special training.

For more details on this meter unit, circle number 247 on the Reader Service Card.

PAPERWORK

Sears unit copies both opaque and transparent originals

Sears Roebuck & Co. has entered the copying equipment field with a low cost machine that copies any photograph, document or letter—even ballpoint ink.

Called the Tower Copy King, it reproduces transparent and opaque originals and can also copy its own copies.

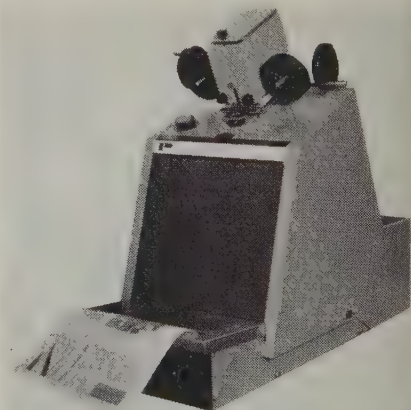
Readily portable, the new unit is priced at \$98.95. It is available through any Sears retail store or catalog service.

If you wish further details on the versatile copier, circle number 215 on the Reader Service Card.

COPYING

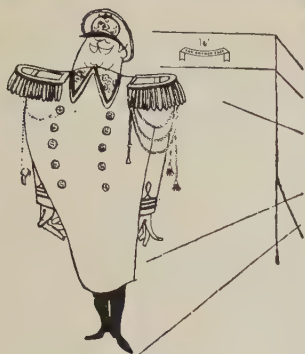
New microfilm viewer also produces photocopies

Just introduced by Photostat Corp. is a Documat reader-printer. The unit flashes enlargements of



Photostat tabletop unit permits you to view or copy any microfilmed record.

MANAGEMENT METHODS



INTRODUCING THE NEW DRYDEN-EAST HOTEL

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Photos, charts, production records, maps, etc. can be kept at eye-level, finger-tip accessibility with Multiplex swinging wing-panels. Also ideal for conferences, sales meetings, employee communications, lobby exhibits, libraries, etc. Typical unit shown above provides 167 sq. ft. of display area!

Panels are steel-framed fiberboard; sizes from 18" x 21" to 48" x 96"; wall models, floor models, table models. Office furniture colors. For complete information and prices, mail the coupon.

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Please send literature on Presentation Panels

MR61

(Circle number 131 for more information)

MARCH 1961

microfilmed records for ready viewing on an 11- by 11-inch screen. No darkroom is needed for operation.

If photocopies are needed, a touch of an exposure button produces a file-size print in less than a minute.

Interchangeable lenses are available to provide various magnifications suitable for different types of filmed images.

For more descriptive data on this new microfilm reader-printer, circle number 228 on the Reader Service Card.

SAFETY

New fire detector signals early warning

A new device, called Pyr-a-Larm, can signal warning of an incipient fire condition even before visible smoke, flame or heat appears to trigger ordinary detectors.

Made by Pyrotronics Division, Baker Industries, an ionization chamber senses microscopic particles given off the moment a fire starts. The new system can provide automatic protection for any area from electronic computing departments to warehouses.

Cost of operating the entire system in a medium size building is about the same as that for a 25 watt bulb, the maker states.

For more details on this advance fire warning device, circle number 230 on the Reader Service Card.

PHOTOCOPYING

New photocopier handles oversize originals

Champion 18 is a new photocopier designed by Copease Corp. to copy originals up to 18 inches wide by any length.

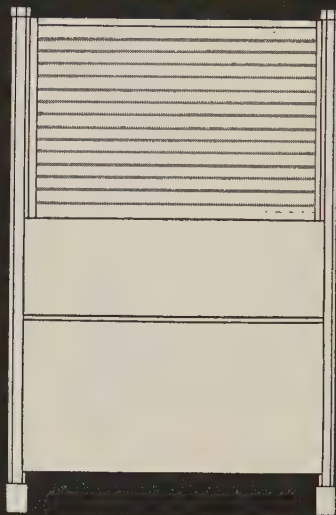
It's ideal, the maker states, for reproducing blueprints, charts, ledger sheets and other large documents. The extra width also allows this unit to accept two 8½ by 11-inch copies simultaneously.

The machine reproduces clear copies of any matter—printed, drawn or written in ink or pencil. It also copies originals on colored, transparent or opaque stock.

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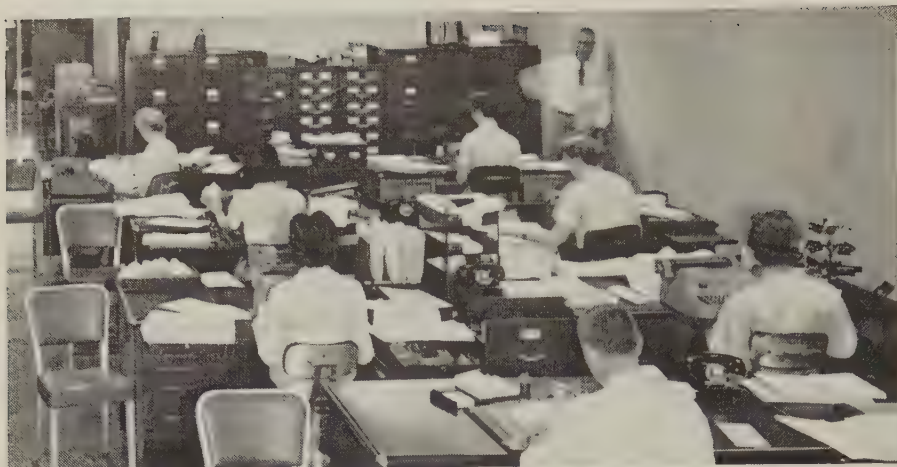
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Royal
OFFICE FURNITURE

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ONE OF FOUR OFFICES at "Brown" before modernization. Note crowded arrangement; lack of work space; cluttered, inefficient atmosphere.

• • •

SAME OFFICE "AFTER"—Each employee gained 60% more work surface, 30% more drawer space, 20% more work output.



An Easy Way to Reduce Office Costs

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Indianapolis, Ind.—L. M. Brown Title Company gained needed space for larger work stations and more of them by combining modern furnishings and new office layout.

Shaw-Walker space-saver equipment, geared to every job function, freed space for the addition of four badly needed work stations, and point-of-use files at ten more stations.

The modernization paid another dividend—efficiency increased 20%, and morale reached an all-time high.

A new layout by Shaw-Walker's Paul Holcomb in collaboration with L. M. Brown's Executive V. P.

Sullivan organized the work flow by relating work stations to activities performed. The improved layout reduced employee travel by half and entirely eliminated distracting interruptions caused by customer traffic.

Clutter-Proof Expan-Desks give staff members more work surface (average increase, 50%) and provide extra drawers for storage and filing—all within quarter-turn reach.

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Largest Exclusive Makers of Office Equipment
Muskegon 24, Michigan
Representatives Everywhere—Consult Yellow Pages

Why people don't understand
continued from page 57

your talk, the listener will find it easier to pick out the important ideas.

- Examples of such phrases are:
"Our goal is to . . ."
"The three most important factors are . . ."
"The end result was . . ."
"To summarize at this point . . ."

Such phrases focus the listener's attention, differentiate between facts, inferences and value judgments, and highlight the important points.

**GUIDE NUMBER FIVE:
MAKE COMMUNICATIONS
TWO WAYS**

- It is easy to speak in a way that indicates: "I'm going to make up your mind for you. Do it my way."
The more you talk, the more you discourage the listener from offering his own thoughts and feelings.
Experience shows you get best results when you involve the listener in the conversation as soon as possible. Ask leading questions. You might begin by explaining your purpose, then asking, "What do you know about . . .?" or, "How do you feel about . . .?"

Such questions help to tune the listener in on your channel. He understands why he has been called in. He is able to focus all his attention on the subject at hand, without being confused by the multitude of ideas you may toss out. He has a chance to describe his knowledge, feelings, and ideas.

You, in turn, are better able to judge how much detail to use in discussing the subject and how to conduct your approach.

- If you notice the conversation getting one-sided, draw the listener back in with questions like these:
"Now, what have we overlooked?"
"What do you think? Will it work?"
"How would you go about . . .?"
"What difficulties do you foresee?"

Answers to these questions will tell you how well you are "getting through." They indicate the listener's degree of involvement—a prime determinant in the eventual success of the talk.

Such responses may also indicate



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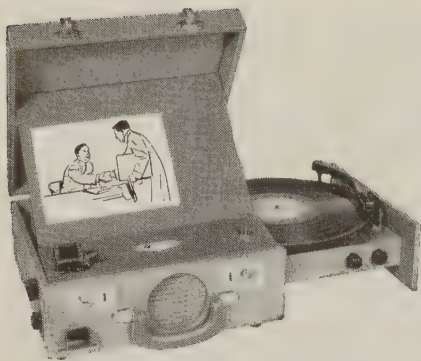
- Opening mail by hand is slow, time taking, inefficient. A MailOpener trims a hairline edge off any size or weight of envelope, easily, swiftly, leaves contents intact. Big time saver in even the small office. Three models, electric or hand.
- Call any Pitney-Bowes office for a demonstration, without obligation. Or write for free illustrated booklet.

FREE: Send for handy desk or wall chart of latest postal rates, with parcel post map and zone finder.



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Send me the word Today! Complete information on Viewlex Tabletalk.

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Company _____
Address _____
City _____ Zone _____ State _____

IN CANADA—ANGLOPHOTO LTD., MONTREAL

(Circle number 155 for more information)

the listener's ability to analyze, evaluate, think creatively and verbalize.

Sometimes through oversight, a manager eliminates details from his presentation. If he asks, "You get what I mean, don't you?" or, "Any questions?", he suggests that he has covered the important points, and insinuates that the listener is a moron if he has further questions. And it may well be that the listener has several important questions.

By asking the listener, "What other information can I give you?" or, "What can I answer for you?", you encourage him to ask questions. Such questions demonstrate your willingness to make yourself understood and your interest in the listener's development.

For example, one unfortunate case occurred when the president of a luggage firm called in his top salesman. He spoke in glowing terms of two new products that were about to go into production.

As he spoke and demonstrated the items, the salesman noticed several features that might prove to be serious selling obstacles. When at last he was able to get a word in, he mentioned these features. The president promptly berated him for his lack of appreciation and accused him of "being afraid to get out and sell something different." Just as promptly, the salesman quit.

Had the president encouraged two-way conversation as he went along, chances are he wouldn't have whipped himself up so emotionally. When the objections came, he could have listened to them calmly and a more salable product—plus the retention of a top salesman—might have resulted.

To check comprehension, ask such questions as, "What do you consider are the most important points we've covered?" or, "What's your next step?" In answering these questions, the listener summarizes. His responses will indicate to you where further information or motivation is needed.

The important point, ultimately, is not what you want and think you said—it is what the listener *thinks* you want and *thinks* you said.

GUIDE NUMBER SIX: CREATE A FOLLOWUP

■ Usually problems don't arise until after a person has begun to per-

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• THE TRUCK RETIREMENT PLAN

As each truck in your fleet needs replacement, instead of buying a new one, *lease* it. In a few years all your vehicles are leased.

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Instead of switching from ownership to leasing in all locations, select one location (or division) for a "pilot" operation using full-service leased trucks, comparing costs and headaches with trucks which you still own and maintain.

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MANAGEMENT METHODS

But, because these guides can refocus your attention on the listener, they can help you sharpen your verbal and written communications. ■

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(Circle number 154 for more information)

Snap out of it

continued from page 42

and strain mount, suggestions—or demands—for more people will come from every side.

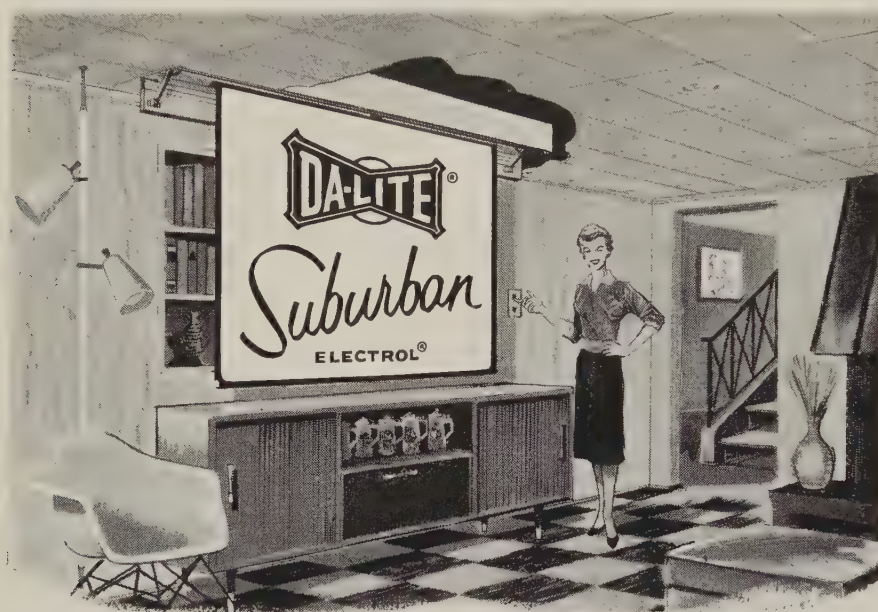
"But," says Leghorn, "it's a mistake to increase the size of the staff at this time. People get overworked, sure. But if you relieve the tension by increasing staff, you defeat the value that overloading provides."

Leghorn's solution is to use outside consultants when necessary

rather than permanent employees.

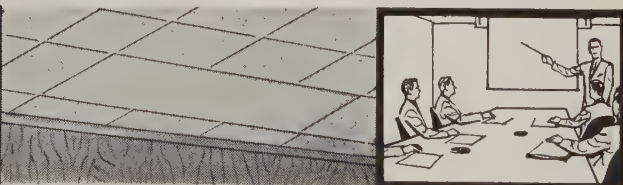
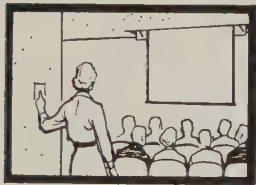
But don't use consultants as crutches, he warns. If they start making your decisions for you, or apply management programs that you couldn't apply yourself if you had the time, your own management ability may atrophy.

Leghorn believes it takes a strong management to use consultants properly. "They can provide a tremendously valuable service if used right," he says, "but a management consultant who is mismanaged may do more harm than good."



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to specify—backed by the world's leading manufacturer of projection screens.

Write today

New technical bulletin gives details on installation and operation of electrically operated Da-Lite projection screens.



(Circle number 111 for more information)

When you are ready to act, act!

People are attracted by action. By getting things moving, you can quickly revitalize a company. At first, changing sluggishness and lethargy to motion and action may take Herculean effort—like starting a heavy locomotive from dead weight. But as momentum picks up, the motion attracts and excites people. They in turn contribute their efforts to speed things up further.

Leghorn, expressing this philosophy, emphasizes that vigorous action is needed to make a company snap out of a slump. He is a member of the "act now" school of management, rather than the "sit and analyze" school.

However, he doesn't lose sight of the value of deep, thoughtful analysis of problems. This kind of hard thinking is necessary throughout a company's life, he believes.

But when you are trying to spark new life into a company, action rather than cogitation gets results.

"Action requires decisions which require applied judgment," says Leghorn. "The ideal situation is to have 100% of the information you need to make a certain decision. Since this ideal is beyond reach, judgment has to replace facts. You can create action without facts, but you can't do it without judgment."

"Generally speaking, it is wiser to make a decision that is only partially correct than to postpone action—provided you keep flexible enough to face up to wrong decisions and change them."

Avoid a perfection philosophy

Perfection is not possible in decision making or in any other aspect of business, says Leghorn.

If you strive for perfection, your progress will be halting, rather than dynamic, and you'll worry yourself to death.

This is particularly true when you are trying to pull a company out of a hole.

"Work on the dollar problems first," says Leghorn, "and pick up the loose change later." ■

WHICH OF THESE TOP ARTICLES DID YOU MISS?

Many **MANAGEMENT METHODS** articles—usually the best ones—are reprinted to fill special demand. Here is a list of available reprints. As long as supplies last, you may order copies—in any combination of quantities—at the rates listed at right.

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17. How to pack more power in your words. One measure of your executive ability is how well you get your ideas across. Based on the experience of experts, here are eight guides you can use to get more meaning in your words.

19. How to size up a man in 16 minutes. You haven't got all day to interview job applicants. Here's a shortcut—a set of eight questions to ask that will give you a quick idea as to whether the man is right for your firm.

22. Will work music really cut your labor costs? Work music: cost cutter or frill? This article tells you the results work music can produce, how much it costs, where it works and where it doesn't.

23. Why forecasts fail. Forecasts often fail because decision-makers overlook their limitations. These examples will help you sharpen your decisions based on forecasts.

27. How to rate an advertising agency. Your present ad agency is probably best for your firm. Use this checklist to be sure—or to rate other agencies that may court your business.

28. Stop wasting your time, Mr. Executive. Many efficient managers are trapped into overtime because they waste time. Here's how to stop that costly waste and cut unnecessary hours on the job.

29. How to design profits into your products with value analysis. Value analysis, originally an engineering concept, brings big profits when used to improve product design. These cases show how the concept works.

30. How to improve your selection of advertising media. Good ads in the wrong media produce poor results. This article tells why so many ads are in the wrong places and what to do about it.

31. How to make a merger. At the stroke of a pen, you can achieve results through a merger that often take months or years to accomplish. But it's how you do it that counts. Here's how to avoid the pitfalls and make a merger profitable.

33. Selling to schools is highly profitable. Here are facts on the buying practices and structure of the school market—a huge market that's growing fast.

34. How to plan your business trip to Europe. You can mix business with pleasure—profitably. Here are facts on how to get the most value at least cost out of a business trip to Europe.

35. Air cargo is cheaper than you think—right now. Air cargo's lowering rates mean faster and easier expansion of markets. This article tells you how you can profit by using air cargo and when you cannot.

38. What does it cost when you lease an auto fleet? Many firms are turning rapidly to providing leased cars for their salesmen—according to a major survey just completed. Here are the findings of the survey, together with other facts to support the case for auto leasing.

39. How to handle the problem drinker. Every firm has its share of problem drinkers—people who can cost a firm thousands of dollars in ways you might never realize. Firing is one attack to the problem, but these positive actions can help you salvage the man and his job.

40. How to generate a business from just an idea. Profits start with ideas—but imaginative management action is needed to turn ideas into profits. Read how one man with an idea for an improved product created a new multimillion dollar business in just nine years.

43. Should your company make a movie? Motion pictures produce profits as selling tools, training aids, or creators of vast public goodwill. This article tells when to make a film, what it costs, and how to get it to influential audiences.

44. How to convert your ad inquiries into sales. Valuable sales leads produced by advertising are wasted by most companies through mishandling. This article details a simple, low-cost inquiry handling procedure that will help you turn more ad inquiries into profitable sales.

46. Eight ways to lose the right to manage. Your right to manage can be destroyed—permanently—by simple mistakes. Here, you learn how to avoid falling into this trap. Cases pinpoint the areas where your right to manage is in jeopardy and show you how to hang onto the rights you have to keep.

47. Sharpen management with data processing. You make a mistake if you think of data processing as just a clerical time saver. Here's how to use it to sharpen executive decisions.

48. What to do when a reporter calls. Whether your firm gets good or bad press treatment depends largely on how you act toward the reporter. These 10 guides show how he wants to be treated.

59. How to fire someone. Because it's distasteful, the job of firing someone is often mishandled—to the company's detriment. Here, an expert tells how to do it effectively.

68. Ten questions that test the efficiency of your office. You can test your office for poor efficiency with these 10 questions. Or you can use the method of work sampling, illustrated here by a case history.

69. How to make a business prosper and grow. Five top executives tell how to make a business grow, stimulate imaginative action in subordinates, determine which jobs can and cannot be delegated.

70. When to call a press conference. There are many temptations to call trade and business editors together to show them something new. In this article, some editors tell you why your press conference may be a washout. You'll learn when and when not to call a press conference, and how to run one for best results.

75. How to judge a town by its planning. Look to the future when you select a business site. Here, a noted urban planner tells how to predetermine how a plant site will look 20 years from now.

81. How to match executive motivation to executive age. What motivates a man on his job changes with time. This article offers guides on what types of motivations appeal most to men of various ages.

90. More selling to top management by top management. Special report on the business market . . . tells how to sell to the top management level of your customer firms—the level where buying decisions are made.

96. How to write better. Many businessmen write pompously in an effort to impress. But the result is only confusion. Follow the guides presented in this article and start writing better.

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Wrong job

continued from page 47

the dollar expenditure required to employ him for his estimated number of productive years.

9. & 10. Should I advertise in newspapers and trade publications? If so, what type of advertisement should I employ? Should I answer blind advertisements personally?

■ The matter of placing advertisements has direct reference to the

decision to contact executive search organizations. If an executive search firm becomes interested, there is no need to place ads.

If results are not forthcoming through the media of executive search companies and it is decided to use advertising, selectivity again enters the picture.

Only a few publications should be selected, the advertisement carefully worded and placed as a blind or box number ad. The ad should not sell but arouse interest to the point of an interview.

Blind ads should not be answered personally. It might be an advertisement inserted by one's own company and results could be unpleasant if it were a case where the employer should not know that the individual is seeking a change. It is safer to have a blind ad answered by a third party.

11. How much personal investigation is desirable in considering an executive position with a potential employer? Is it wise to let the employer know that some checking has been done?

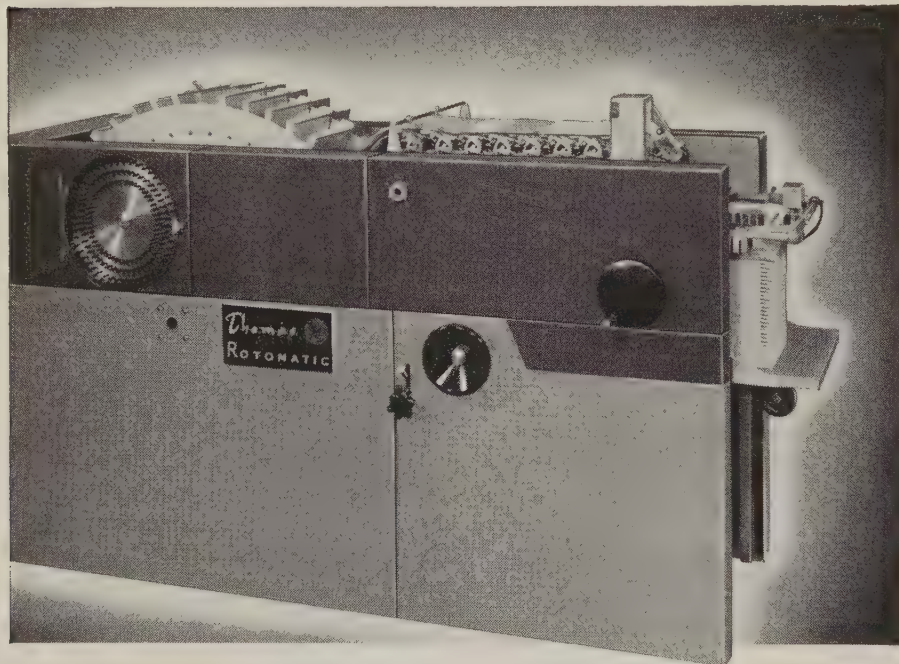
■ Unless the potential employer is a U. S. Steel, a General Motors or an A.T.&T., it is always wise to satisfy oneself concerning the company's financial position, its status in the industry, and its general philosophy. Some of this can be determined through questioning at interviews and will be welcomed as evidence of intelligence, interest and foresight. Frequently, published balance sheets are available to help evaluate financial positions. Procuring a report from an agency like Dun & Bradstreet is also a wise and appropriate move. Generally, the potential employer will have no resentment of such a display of interest and initiative.

12. At what point should compensation be discussed?

■ The general subject of compensation is one usually touched upon at the very outset merely as information to determine whether or not it is productive to continue.

The executive will have carefully considered his basic monetary needs in relation to living, family and other responsibilities and should know his minimum requirements.

Having mentally established a minimum figure to the point of interview by a prospective employer for a position in the acceptable compensation area, the discussion of compensation should be reserved for that stage of the proceedings after there has been a meeting of the minds on all other matters. Then it is appropriate to discuss compensation — thoroughly and in detail. There should be no doubt on either side concerning the compensation finally agreed upon — in all its aspects: salary, profit sharing, insurance, bonus arrangements.



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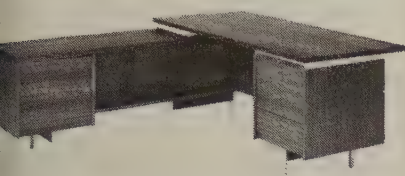
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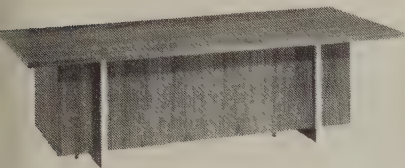
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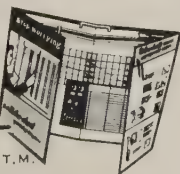
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14 Jefferson St., San Francisco 9

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MARCH 1961

or various prerequisites such as a car. It is well to have the agreed compensation spelled out in writing—as in an exchange of letters tendering employment and accepting it.

13. Should I consider a business of my own?

■ The executive determined to effect a change will invariably think—perhaps wistfully and wishfully—of being "his own boss," of having his own business.

It is perfectly natural that he should, since much of our history and literature exalts the initiative of the individual.

Looking at this question in the light of today's economy, however, may well cause the executive to ponder well the chance of success. The most common cause of business failures is the lack of adequate capital. This is a truism often overlooked or disregarded in the glow created by pride of ownership.

Questions of age and health are also important. It is probably questionable for an older man to undertake the burden of starting a new venture and certainly it is not wise when there are health handicaps.

Even granting the possibility of a successful enterprise, experience shows that a man who has spent his life working as an employed executive should ponder the consequences of failure and its present and future effect before deciding upon a personal business.

The big step

■ Shifting to a new job in another company is a big step. Under even the best circumstances, certain risks are involved. A wrong decision can sidetrack you away from your long range goals—perhaps permanently. Shifting to a new job could mean a dead end—or a wide open road for progress.

Because the decision is one of the biggest ones you'll ever make in your life, it calls for a double check at the last minute. One way to make this double check is to again ask yourself the kinds of questions offered in this article. If your decision to take a new job still holds up in the face of an objective, comprehensive and critical self-analysis, your decision is probably a wise one. ■

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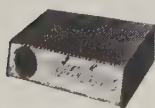
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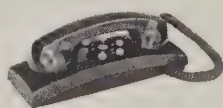
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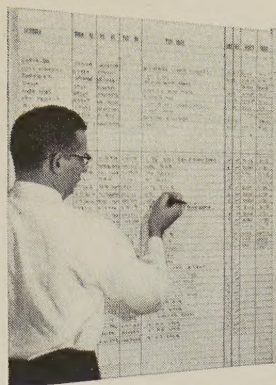
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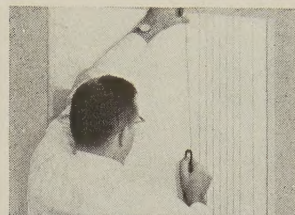
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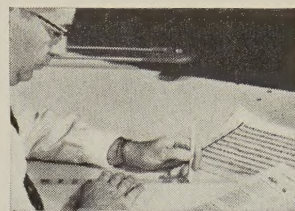
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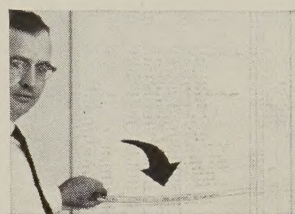
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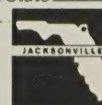
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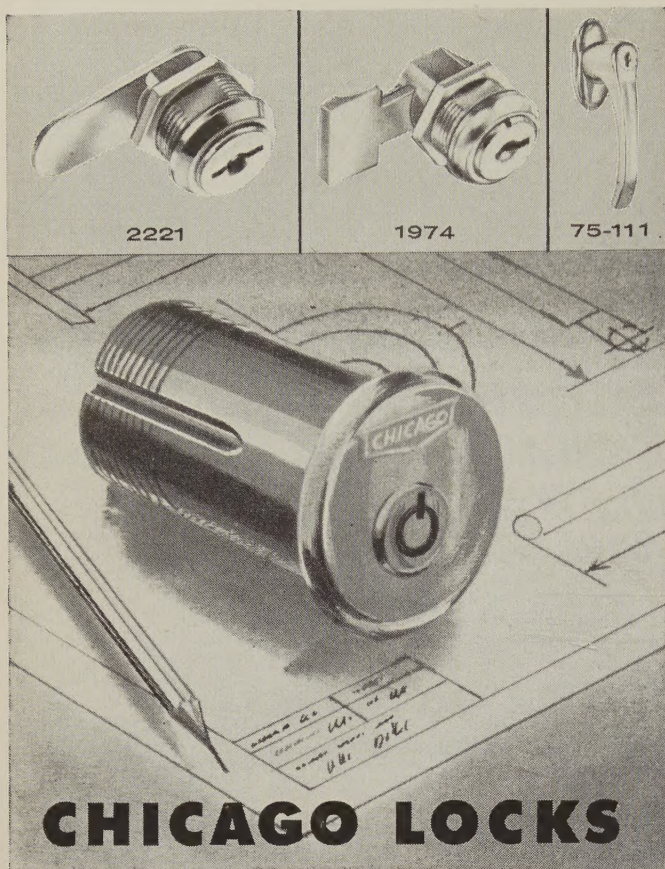
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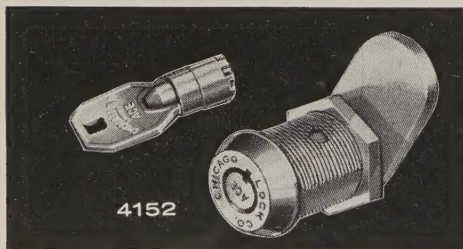


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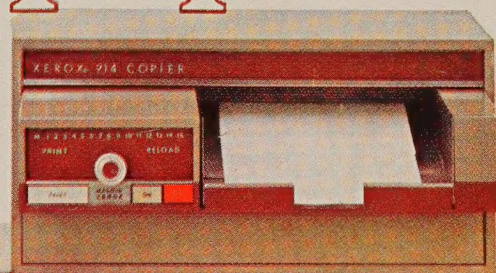
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